MSIS2604-01
Information Systems Policy & Strategy
Spring Quarter, 2020-2021

Instructor: Sriram Sundararajan   ssundararajan@scu.edu
              Cell Phone: 408-533-2740   Office Hours: By appointment
              Office: Online   Class Days: MW
              Class Period: 75:45 PM— 7:10pm   Class Room: Online

Text 1:

Corporate Information Strategy and Management: Text and Cases 8/e by Lynda Applegate, Robert Austin, and Deborah Soule

ISBN-10: 0073402931
ISBN-13: 978-0073402932

Text 2:

Digital Transformation, Survive and Thrive in an Era of Mass Extinction by Thomas M. Siebel

ISBN-10: 1948122480
ISBN-13: 978-1948122481

Course Objectives:
- *Identify* the range, scope, and complexity of the issues and problems related to the strategic management of information system and technologies (IST)
- *Map* management skills and principles necessary to be effective as an IST manager by linking information systems to business strategy, business model and business objectives
- *Distinguish* business perspectives relating to the management of IST and IST innovation.
- *Assess* IST strategy and capabilities in a firm as they relate to corporate objectives and goals
- *Design and produce* firm-specific applications of the strategic management approach to IST innovation and implementation.

Course Description/Perspective:

This course is designed for students who would like to understand strategic management and deployment of digital information systems and technologies (ISTs) to improve business competitiveness. This course will help to examine the role of IST/Digital strategy in enabling companies to effectively manage in the turbulent and dynamic business environment brought about by the Internet and advanced technologies such as AI and ML. Analyzes business model disruptions and new business opportunities brought about by ISTs including the organizational redesign that these technologies require. Considers implementation and change management issues related to IST deployment in the changing business environment. Focuses on drawing lessons from the experiences of leading companies that are developing and/or deploying ISTs including recent advances in AI/ML to define and support their business strategies. Cross-listed as OMIS 3378. Credit will not be given for both.

The course has been structured to prepare a student in MBA/MSIS for a career in IS leadership in an industry or a management consulting role. This course has three parts consisting of
1. Business Strategy, Models and Information Systems Strategy and Management
2. Digital Strategy, Reference Architecture, Innovation, Infosec and Service Delivery
3. Leadership, Governance and importance of change management in a digital transformation

In the **first part** of this course, students will learn about the role of IS Strategists and their critical function in understanding the business strategy, unique needs of the business models that are driven by the business strategy and alignment required with the Information Systems strategy.

In the **second part** of this course, Students will learn more about the frameworks needed for building a digital strategy, reference architecture for supporting such a strategy, pillars of the IS and Digital strategy including building the right service deliver model through frameworks such as ITIL

In the **third part** of the course, students will be taken through the key elements required for a successful digital transformation which includes but is not limited to leadership, governance and change management

Prerequisites: None.

About the Instructor: Sriram Sundararajan, is a SCU Alumni (MBA '07) and an Adjunct Faculty at the Leavey School of Business since 2014. Sriram is a Management Consultant and the CEO/Founder of HyperGrowth Labs, a growth focused consulting firm. He has experience working with Global Fortune ranked clients such as Facebook, CISCO, HPE, NetApp, Oracle, Anthem, etc. on several strategic engagements. Sriram is focused on helping clients with their business strategy and transformation initiatives. His Linkedin profile can be accessed at https://www.linkedin.com/in/sundararajan

Teams:
- I require that you form teams for the purpose of a major team project that is to be completed over the course of the quarter. The normal number of individuals on each team is four [4]. If the actual class enrollment number makes four members on each team impossible, team membership numbers [or the number of teams] may be adjusted to reflect the actual number of students in the class. We will likely have four [4] teams in this class.
- Teams will begin formation prior to or during Session 1 and your team memberships should be final by the end of 1_{st} session of the class.
- Team members receive the same grade for all team assignments, modified only by the peer review inputs and attendance/participation.

Preparation for class, class participation, and case discussions:
The assignments for a class should be prepared in advance of that class. Case questions are provided to guide your analyses. These questions may require the identification of key issues, problems, and opportunities; the use of models and analytical approaches that we will study over the quarter, the articulation and evaluation of alternative approaches to deal with the identified problems; and the selection of a preferred solution/implementation approach. From the comparison in class of different approaches/ideas, we intend to highlight the nature of the tradeoffs, the importance of assumptions, personal values and orientations in the decision-making process, and the usefulness & limitations of an informed, analytical approach.

- Please display your Name Card in all classes if you are participating in the online session. No anonymous posts or sign-ins
- Verbal discussion and presentations are given a high priority in this class. Some guidelines for those discussions:
  - Listen carefully. Interact with other class members online with courtesy. Please wait for your turn. If you have to interject during an online presentation, please wait your turn or message the instructor online
  - Distinguish between different kinds of data (i.e., facts, opinions, beliefs, concepts, etc.).
  - The points that are made should be relevant to the discussion—and linked to the comments of others.

- Most general managers spend very little time reading, and even less time writing reports. The vast majority of their interactions with others are verbal. The online classroom and group discussions should be considered a laboratory in which you can test your ability to convince your peers of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach.

Project & Homework Assignments
- Teams are assigned a specific case for their final project. All teams will get the same project and background information.
- Teams will have three weeks to analyze background for the case, two weeks to prepare their analysis and discuss with the instructor. The Final three weeks will be for preparing their final report and presentation. Each team will have the opportunity to present their report during the last week of the class (session 20)
- For this project, your team will prepare a PowerPoint presentation and present to the rest of the class all or part of your team's analysis of the situation and your recommendations. You and your team will be expected to answer questions about your analysis & recommendations/conclusions and to defend them
- The cases requiring written individual analysis will be identified in the class. Each individual assignment will be an essay covering each areas of the IS Strategy:
  1. Overall Business Strategy and impact on information systems strategy and the Role of a CIO/CDO
  2. Digital and Data Strategy
  3. Customer Experience and impact from bad technology choices in the Enterprise Architecture
  4. Change management and inclusion of change in IS Strategy
- **Written case analysis guidelines:**
  - **Page Limits— 2 – 3 pages of text and 2 – 3 pages of exhibits**
  - **Format Requirements—8.5 x 11-inch paper, single spaced, 10-point font, 1-inch margins on all sides.**
    - **All exhibits must be referenced & used in the analysis.**
    - **All pages must be numbered & proofread.**

Attendance:
- You are expected to attend the online class and to let me know in advance if you need to meet me virtually for a 1:1 session online in lieu of any meetings needed with the instructor (faculty)
- The discussion of the cases in class is integral to the learning process in this course. You must attend the online class sessions or watch the recording if you miss a class and post to your group and class forums periodically

Team Project:
The team project involves doing an analysis of an IST firm's digital transformation efforts based on strategic imperatives. More details on the suggested team project are available at the end of this syllabus document.

A good project will be strong in the development of a conceptual framework and the descriptive quality of the case used to document its application, and show 1] sound analyses, 2] good use of models, and 3] recommendations. A very good project will add depth of analysis and have specific, workable recommendations. An excellent project will provide unexpected insights that have implications for the management of IST in general. Specific details of the paper format are spelled out below.

Keep in mind that three multiplicatively related factors will determine the effectiveness of your project-related group work. First, there must be excellent collaboration between the group members. This requires assignment of specific responsibilities for each group member, and the choice of a project leader. Second, there must be good access for all members to the same data. Third, there must be enough time for meeting regularly to allow the necessary iterations between conceptualization, data collection, and analysis. **All team members must equally contribute to the project.** I will be available throughout the quarter to work with you in an advisory capacity.

Key deliverables and dates:
a. The draft of your project outline will be due at the beginning of **Session 8**. This is a word document which will outline what is your understanding about the objectives and goals of your engagements. Specifically, what is your scope of work and what do you plan to deliver to the client? Imagine this to be a form of contract between you and the client. This is not graded but submission is required.

b. A progress report will be due at the beginning of **Session 12**. This progress report will consist of a few paragraphs to indicate what has been accomplished to date, and what remains to be done.   It will not be officially graded. I will however provide feedback on your progress to date versus my hoped-for ideal.

c. The final draft of your presentation is due by the end of **Session 19**. **Please note that late papers will be downgraded.**
You are expected to turn in one soft copy of your final project **to my email:** ssundararajan@scu.edu [before the beginning of Session 20].

- The soft copy should include only one file in power point or pdf format. Exhibits and appendices should not be in separate files.

d. The teams will present their final presentation to the entire class during **Session 20**. If for any reason (given the unusual circumstances due to shelter in place) a group is unable to attend the final presentation, they can record their presentation via. Zoom meeting/WebEx meeting or schedule a separate time with the instructor to present. This is only available for exceptions. Under normal circumstances, you will need to present during the final class session (session 20)

Peer Review:
- You will perform a peer review for each of your team members and email your peer review to me by the end of day [5:00pm] on day that your project is due—Session 19 — in June, 2020. For the peer review, you will grade all members of your team on a 10 point scale. If all team members contributed equally, you will give all team members 10 points. If three (3) team members contributed equally and one (1) team member contributed less, you would assign 10 points each to those team members who contributed equally and a lesser number of points to the team member who contributed less. **You are to send your peer review only to me**. Your peer reviews should contain concise, descriptive observations that led you to give the peer reviews that you are submitting.
- **I will total all of your teams peer reviews for each individual and create a percentage multiplier for each team member's participation in the course. This multiplier can have a very large impact on your grade.**
- **Just as a manager is required to perform merit reviews for his/her reports, the peer review is required. Not completing your peer reviews will result in your personal peer review grade to be multiplied by 0.95.**

CAMINO:
- We will use CAMINO extensively during this course for communications, to post lecture notes, and to post information on cases, etc. Find the course on CAMINO and check it regularly. Over the course of the quarter, also check your email address regularly that is used with CAMINO.

Academic Integrity:
- Work done for this course must adhere to the University's expectations outlined in the University Bulletin and the Student Handbook. The penalty for cheating on an assignment will be a failing grade for the assignment and may include immediate

dismissal from the class. Cheating on any quizzes, papers or on the project presentation will result in an F for the course and immediate dismissal from the class. Cheating will be reported to the Office of Student Life according to the University Academic Integrity Protocol.
- All individually submitted work must be your own. Case discussions must be your own (you are free to gather information but not gather case material posted by others). Appropriate citation must be provided where you are either quoting or using ideas from someone else -- when in doubt, use the originator of the idea's first presentation of the topic. If a citation is given in class -- use that citation, do not cite the class lecture unless the speaker is the originator of the idea - use their original source. If it's not clear, ask. The form of the citation is not critical, though you may choose to use APA style as a default. All submissions of case analyses are a certification that the answers are your own.
- I recommend that all students visit the SCU website

  http://libguides.scu.edu/content.php?pid=99468&sid=746777

Special Accommodations [as per University Policy]:
- To request academic accommodations for a disability, students must contact Disabilities Resources located at Benson 216, http://www.scu.edu/disabilities [Phone -- 408-554-4109]. Students must register and provide documentation of a disability to Disabilities Resources prior to receiving academic accommodations.

In-Class Recordings:
- The Student Conduct Code (p. 13) prohibits students from "(m)aking a video recording, audio recording, or streaming audio/video of private, non-public conversations and/or meetings, inclusive of the classroom setting, without the knowledge and consent of all recorded parties," except in cases of approved disability accommodations. The Student Conduct Code also prohibits the "falsification or misuse, including non-authentic, altered, or fraudulent misuse, of University records, permits, documents, communication equipment, or identification cards and government-issued documents." Dissemination or sharing of any classroom recording without the permission of the instructor would be considered "misuse" and, therefore, prohibited. Violations of these policies may result in disciplinary action by the University. At the instructor's discretion, violations may also have an adverse effect on the student's grade.

Grading:
- **Points Possible:**
  - Participation Points   20 Points
  - One [1] Team Project with Oral Presentation
    - Analysis   20 Points
    - Presentation   20 Points
  - Three [3] Individual papers/cases/essays
    - Written Analysis [100 Pts each]   x 3   30 Points
  - Peer Reviews   10 Points
- ➢ **Total Points Possible**   100 Points *

*All point totals are approximate. The final point total may vary as events of the semester unfold and influence specific assignments

- **Grading Scale:****

93—100%	A
90—92%	A-
87—89%	B+
83—86%	B
80—82%	B-
77—79%	C+
73—76%	C
70—72%	C-
60—69%	D
0—59%	F

        **After Peer review multiplier

Note: Prior to class sessions starting (week 1), students are requested to form groups of four and discuss the team formation. I expect each team member to communicate and work as a team.

Schedule of Class Sessions:

Session	Topics/Unit	Readings/Resources for Reference	Due Dates

1	• Introduction & Syllabus Review (30 minutes)
	• Role of the Chief Information/Digital Officer (10 minutes)
	• Business Strategy, Business Models and Significance to IS Strategy (30 minutes)
	• **Class Exercises Online/Offline on Business models and Capabilities:**
	  o Prepare a slide for each class exercise to summarize your understanding as a group and present the same to the class via a recorded presentation on the slide.
	  o Note: Your group can use Zoom or WebEx to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.
		Text 1, Chapter 1: Understanding Business Models	Group formation due prior to end of session 1

2	• **Lecture**: The Evolving Role of Information Systems and Technology in Organizations: A Strategic Perspective on importance of building strategic capabilities to support the business strategy • **Framework for building the Information systems/ digital transformation strategy:** Define the objectives, Design the Experience, Evaluate the current state and identify Gaps,	• Reading: Text 1, Chapter 2: IT Impact on Business Models **Reference:** https://blogs.opentext.com/5-steps-developing-digital-transformation-strategy/	

| | Design the Future State Digital Strategy, Develop the roadmap for transformation including change
• **Class Exercises Online/Offline:**
    o As a group, discuss in your forum your understanding from the assigned reading the following:
       ■ What is the need for organizations to build new capabilities to support their business strategy
       ■ Analyze a company for instance and explain how building a new capability can help them stay competitive
       ■ Present your argument as to whether this new capability can help them as a defensive measure or offensive measure. i.e. help they stay deflect new competition or defend their "turf" or help them stay ahead of competition
    o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording
    o Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation. | | |

| 3 | • **Lecture**: The Evolving Role of Information Systems and Technology in Organizations: A Strategic Perspective on importance of data and its role in an IS organization

• **Class Exercises Online/Offline:**
  o As a group, discuss in your forum your understanding from the CDO Trends article about the role of data and regulations around data in the modern IS organization. Answer the following questions as you deliberate your responses.
  o How can Data be an asset for an organization?
  o Explain its importance to an industry vertical such as explained for retail in this article?
  o What are the implications for IT/IS and how should IS organizations evolve to support the changing role of data (Hint: Think on the lines of Data Stewardship, Data Governance and Data Privacy and Security)
  o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording

• Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation. | Research online prior to class session about Frictionless IT. Refer to article: https://www.cdotrends.com/story/14454/evolving-role-it-frictionless-enterprise

• Understand what is meant by Frictionless IT
• Understand what is meant by Frictionless Data
• Understand the implications of the evolving role of data to IT | |
| 4 | • **Lecture**: The Evolving Role of Information Systems and Technology in Organizations: A Strategic Perspective on | Research online prior to class session about Enterprise Architecture. | |

| | | importance of Enterprise Architecture and its role in an IS organization

• **Class Exercises Online/Offline:**
    ○ As a group, discuss in your forum your understanding from the article about the role of Enterprise Architecture in the modern IS organization. Answer the following questions as you deliberate your responses.
    ○ How can Enterprise Architecture be an asset for an organization?
    ○ What are the implications for Enterprise Architecture from the advent of modern concepts such as Digital Strategy?
    ○ How should IS organizations evolve to support the changing role of Enterprise Architecture due to Digital (Think on the lines of Digital Strategy, Legacy Modernization, Digital Transformation, etc.)
    ○ Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording
• Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation. | You can refer to article:
https://www.cio.com/article/2439397/the-rising-importance-of-the-enterprise-architect.html

• Understand what is Enterprise Architecture (EA)
• Understand what EA means to the future of IS
• Understand the implications of the evolving role of Enterprise Architecture to IS organizations | |

5	**Lecture**: The Evolving Role of Information Systems and Technology in Organizations: A Strategic Perspective on importance of Analytics and Reporting and its role in an IS organization	Research online prior to class session about Enterprise Analytics and Evolution. You can refer to article:	Individual Paper Due on Digital transformation
	• **Class Exercises Online/Offline:**	https://www.forbes.com/sites/insights-cisco/2018/08/15/6-reasons-why-investment-in-analytics-is-essential/	Refer to video: https://youtu.be/hy7QWg8aZ-o
	o As a group, discuss in your forum your understanding from the article about the role of Enterprise Analytics in the modern IS organization. Answer the following questions as you deliberate your responses.		From the video, write an essay about following based on one of the companies highlighted in the video:
	o How can Enterprise Analytics be an asset for an organization?	1. What is the main reason for the evolution in analytics platforms? (Hint: think on lines of Big Data, Data Lakes, iOT, etc.)	1. What were the objectives behind the digital transformation undertaken by the organization (Mastercard, Dominos, etc.)
	o What are the implications for Enterprise Analytics due to the evolution of reporting and analytics into more advanced realms such as predictive and prescriptive analytics?	2. Understand what the article states about how organizations need to evolve or have evolved to address the needs for presenting complex insights and enriching data	
	o Explain with a slide or two, the evolution of an organization leveraging advanced analytics such a predictive and prescriptive. Please feel free to do your own research of an organization based on a recent news article.		2. Why was it important for the company to address the issues by transforming?
	o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording		3. What are some of the success factors cited by the article/video in the digital transformation
	• Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.		

			Please provide your points of you with a clear introduction and a conclusion which shares your perspective/point of view.
6	Guest Speaker Session: Importance of Data and Analytics as an Enterprise Asset **Student Action:** Post your understanding and key takeaways from the guest speaker session or presentation. This is an individual contribution and should be done as a discussion on the thread started by the instructor.		
7	**Lecture**: The Evolving Role of Information Systems and Technology in Organizations: A Strategic Perspective on importance of Customer Relationship Management and its role in an IS organization **Class Exercises Online/Offline:** - As a group, discuss in your forum your understanding from the article about the role of a CRM system to support business strategy. Answer the following questions as you deliberate your responses. - Based on what you learnt in the article, discuss the following about CRM: (a) Discuss how customer engagement plays a vital role for an organization and how a CRM system can help?	Refer to article: https://www.forbes.com/sites/forbesagencycouncil/2017/10/24/why-is-customer-relationship-management-so-important/#45345cb67dac Complete a pre-read of this article prior to class	

	(b) Discuss the different cloud CRM vendors in the market and compare them side by side on a few features/capabilities (Note: You can use Gartner as a source for this research. Free access is available through your University resources online)
	(c) Research online about an organization that has leveraged CRM as a strategic asset. Discuss about how the organization leveraged its CRM to create a strategic benefit/advantage? (i.e. to create better customer engagement with its customers or improve customer experience, customer retention, etc.)
	  o Explain your analysis and conclusions with the help of a few slides. Please feel free to do your own research of an organization based on a recent news article.
	  o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording.
	Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.		

8	**Guest Speaker Session:** This session will cover one of the following topics of interest to the class: CRM, Customer Experience (CX), Customer Success and Support (CSS). This will be a recorded session with the invited speaker discussing response to a few questions from the instructor/faculty.		

	Students will be expected to work as a group and discuss following:
	   ○ Discuss some key takeaways from the Guest speaker session
	   ○ Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording.
	
	Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.		

9	**Lecture**: The Evolving Role of Information Systems and Technology in Organizations: A Strategic Perspective on importance of Enterprise Resource Planning (ERP) and its role in an IS organization
	  • **Class Exercises Online/Offline:**
	   ○ As a group, discuss in your forum your understanding from the article about the role of an ERP system to support business strategy. Answer the following questions as you deliberate your responses.
	   ○ Based on what you learnt in the article, research online about a recent ERP implementation in an organization.
	   (a) Discuss the important modules in an ERP plays a vital role for an organization?
	   (b) Discuss the different ERP vendors in the market and compare them side by side on two features
		Refer to following articles:
		
		For a legacy perspective on importance of ERP:
		https://www.cio.com/article/2437248/why-erp-systems-are-more-important-than-ever.html
		
		For a more modern perspective on importance of ERP:
		https://www.selecthub.com/enterprise-resource-planning/why-erp-systems-are-important/	

	(c) Research online about one organization that has leveraged ERP as a strategic asset. o Explain your analysis and conclusions with the help of a few slides. Please feel free to do your own research of an organization based on a recent news article. o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording. Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.		
10	**Guest Speaker Session:** This session will cover one of the following topics of interest to the class: ERP, Billing and Revenue Management for SaaS Companies, Ecommerce, Configure Price Quote, etc. This will be a recorded session with the invited speaker discussing response to a few questions from the instructor/faculty. After watching the session, students will be expected to work as a group and discuss following: o Discuss some key takeaways from the Guest speaker session o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording. Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can		

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	create the one slide and post it with your notes on Camino. This submission counts towards your class participation.		

11	**Lecture**: The Evolving Role of Information Systems and Technology in Organizations: A Strategic Perspective on importance of Information Security (Data, Information, etc.) and its role in an IS organization
	• **Class Exercises Online/Offline:**
	    o As a group, discuss in your forum your understanding from the article about the role of InfoSec in the modern IS organization. Answer the following questions as you deliberate your responses.
	    o Discuss how Information Security plays a vital role for an organization
	    o Based on what you learnt in the article, research online about a recent information security breach in an organization.
	        (a) Discuss what the organization did or did not do to address the issue?
	        (b) How did the organization remediate the issue and restore the information security for the organizational assets?
	    o Explain your analysis and conclusions with the help of a few slides. Please feel free to do your own research of an organization based on a recent news article.
		You can refer to the article: https://www.cisco.com/c/en/us/products/security/what-is-information-security-infosec.html
		
		• Understand the difference between Information security and Cyber Security
		• Discuss the role of Information Security Management in an IS organization
		• Understand what is the role of a Chief Information Security Officer in the modern IS organization?
			Individual paper due:
			
			Please research on three Cloud CRM vendors and provide a 2 – 3 page report that shows side by side comparison of their strengths and weaknesses. Highlight any visuals separately as exhibits in an appendix and provide your point of view only in the main report based on your analysis.
			
			Please provide your points of you with a clear introduction and a conclusion which shares your perspective/point of view.

	o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording. Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.		
12	Guest Speaker Session on Information Security, GDPR, etc. Discuss your individual thoughts on the class forum your key learnings from the guest speaker session. Your response will be recorded towards class participation. This is not a group exercise but individual exercise. This is an individual contribution and should be done as a discussion on the thread started by the instructor.		

13	**Lecture**: Frameworks and Capabilities required for IS Organization to support Business Strategy; Planning and Delivering IS as a Service.
	
	• **Class Exercises Online/Offline:**
	    o As a group, discuss in your forum your understanding from the article about the role of building capabilities in a modern IS organization. Answer the following questions as you deliberate your responses.
	    o Discuss what roles are important in a modern IS organization
	    o Based on what you learnt in the article, research online about complexities in managing service delivery in an IS organization.
		Pre read: Text 1, Chapter 4: Making the Case for IT
		Chapter 7: Managing IT Service Delivery
		
		Reference article on ITIL:
		https://www.bmc.com/blogs/simple-primer-understanding-itsm-itil/
		
		• Understand the concept of ITIL
		• Understand the importance of ITIL to an IS/IT organization	

	(c) Discuss the background for needing ITIL at Spotify o How did ITIL help the organization? (i.e. what were the different types of work that could be managed using ITIL(hint: service delivery, projects, etc.) o Explain your analysis and conclusions on benefits of with the help of a few slides. Please feel free to do your own research of an organization based on a recent news article as well. o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording. Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.	Data and Info for Case Study: ITIL - Case study from Spotify https://www.axelos.com/case-studies-and-white-papers/spotify-itil-case-study	
14	**Lecture:** Governance of the IS/IT Function Scope of IS organization and Governance: ITIS-Business Alignment, Project Delivery, Measurement and Reporting on Value, Risk management, IS performance and reporting **Class Exercises Online/Offline:** o As a group, discuss in your forum your understanding from the article about the importance of Governance in a modern IS organization. Answer the following questions as you deliberate your responses.	Pre-read: Text 1, Chapter 9, Governance of the IT Function Refer to article: https://www.cio.com/article/2438931/governanceit-governance-definition-and-solutions.html Understand what governance means in the context of an IS organization Understand benefits of Governance	

	o Discuss what are the benefits of good governance to a modern IS organization o Based on what you learnt in the article, research online about complexities in managing service delivery in an IS organization. Discuss if governance creates between alignment of IS/IT with the business (why and why not?) o Explain your analysis and conclusions on benefits of with the help of a few slides. Please feel free to do your own research of an organization based on a recent news article as well. o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording. Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation.		
15	Guest Speaker Session: Perspectives on AI and relevance to IS organizations Discuss your individual thoughts on the class forum your key learnings from the guest speaker session. Your response will be recorded towards class participation. This is not a group exercise but individual exercise. This is an individual contribution and should be done as a discussion on the thread started by the instructor.		

| 16 | **Class Lecture** on the Digital Enterprise and planning the new Tech Stack

 • **Class Exercises Online/Offline:**

      o As a group, discuss in your forum your understanding from the reading (Text 2) about the importance of planning for a new technology stack. Answer the following questions as you deliberate your responses.

      o Based on what you learnt in a recent news article, discuss about what was the new technology stack implemented in the organization and how the organization went about doing it.

      o Explain your analysis and conclusions on benefits of with the help of a few slides. Please feel free to do your own research of an organization based on a recent news article as well.

      o Prepare a slide (or two) to summarize your understanding as a group and present the same to the class via a recording.

 Note: Your group can use Zoom or WebEx or other software to present the slide, record and post the same. Alternatively, you can create the one slide and post it with your notes on Camino. This submission counts towards your class participation. | Pre-read: Text 2, Chapter 9 on Digital Enterprise, Chapter 10 on A New Technology Stack | Individual paper due:

 Refer to article: https://www.mckinsey.com/featured-insights/digital-disruption/whats-now-and-next-in-analytics-ai-and-automation

 Discuss in a 2 – 3 page report the following:

 What is happening in recent times that has caused data and analytics to take a more important role in an IS organization?

 What are some of the business outcomes targeted with improving data and analytics?

 Have companies been able to adopt digitization uniformly? What does the research tell you about this? Cite specific charts or |

			examples to support your point of view.
			What are some of the potential opportunities discussed in the report for Artificial intelligence, Machine Learning and Automation?
			Present your conclusion very succinctly.
17	**Class Lecture** on AI and Automation Importance of a strategy for AI and Automation Execution on AI and Automation – Perspective on challenges **Student Action:** Discuss your individual thoughts on the class forum your key learnings from the class lecture and pre-read. Your response will be recorded towards class participation. This is not a group exercise but individual exercise. This is an individual contribution and should be done as a discussion on the thread started by the instructor.	Pre-read: Text 2, Chapter 6 on AI Renaissance	
18	Class Lecture on CIO/CDO supporting the CEO on their strategy. How can CIOs/CDOs become strategic leadership partners for the CEO? **Student Action:** Discuss your individual thoughts on the class forum your key learnings from the class lecture and pre-read. Your	Pre-read: Text 2, Chapter 11, The CEO Action Plan	

	response will be recorded towards class participation. This is not a group exercise but individual exercise. This is an individual contribution and should be done as a discussion on the thread started by the instructor.		
19	Guest Speaker Session: CIO and CDO perspectives on digital transformation Class Lecture: Importance of change management to support the digital transformation **Student Action:** Discuss your individual thoughts on the class forum your key learnings from the class lecture and pre-read. Your response will be recorded towards class participation. This is not a group exercise but individual exercise. This is an individual contribution and should be done as a discussion on the thread started by the instructor.	Pre-read: https://www.cio.com/article/3179607/5-top-challenges-to-digital-transformation-in-the-enterprise.html https://www.linkedin.com/pulse/10-learnings-from-1000-digital-transformations-1-every-anand-eswaran/ https://www.businessinsider.com/kroger-is-rolling-out-digital-shelf-technology-2018-1	Final presentation due.
20	Final Class Presentations		Final presentations will need to be presented via a Zoom session online to the instructor (preferably during class hours)

Final Presentation Topic: Case Study for your Final Project

Digitizing the Starbucks Mobile Experience

Note: This case is entirely hypothetical and neither the instructor nor the university has done any work to gain inside information to build this case. You are free to use this case for your final project and build the digital transformation presentation for the project. However, if you wish to research on your own and work on the project, please feel free to do so as a group. However, the data and insights provided through the reports are a compilation of work done over several quarters in a different academic project at the university. These are provided as a courtesy under strict confidence. Under no circumstances shall students post or discuss materials shared with anyone outside the class and any information shared will need to be considered confidential.

Project Brief: Your team is a consulting group. Starbucks (ticker: SBUX) happens to be a premier client of your firm. Starbucks has gone through a tremendous period of expansion since the dawn of the new millennium. The economic expansion since the 2008 financial crisis has been a rising tide which lifted a lot of boats including Starbucks. As the company expanded into new markets, invested in this expansion there was an increasing need for invest also in enhancing its digital experience. This expansion also came at a cost to Starbucks in the form of a negative impact to its Customer Experience (CX). Starbucks analyzed this issue further with the help of consultants who provided a report to Starbucks on how to improve the customer experience.

This report from the consultants helped the company to identify areas that needed improvement from a strategic perspective in the business as well as digital transformation to enhance the customer journey. Your firm has been engaged by Starbucks to help Starbucks to develop a digital transformation strategy for the mobile experience supported by a CRM which will help create a better customer experience. The final report that you will present will be to the Chief Digital Officer and should cover the following aspects:

1. Objectives and Goals of this digital transformation (The "Why?")
   a. Strategic drivers for change (Business Strategy that will be supported by the transformation)
   b. Digital capabilities that will help drive the strategy and deliver value (Improved CX, Efficiency, Retention and Loyalty)
2. Capability assessment of Current State (Mobile experience and CRM capabilities)
   a. Digital/Systems architecture
   b. Gap Analysis
   c. Issues that need to be addressed and priority
   Note: Please use the consultant's report to identify capabilities that are required/recommended

3. Future State Design – Illustrative Diagram of the future state showing how the mobile experience will be designed, process map, systems/architecture of future state, Vendor selection for CRM including highlight on which vendors are selected for final selection
4. Roadmap of initiatives planned and associated change management required (highlight which functional groups will own the change)
5. Risks involved in undertaking this initiative and recommended mitigation of these risks (how can you manage the risks including recommended approach for including a Systems Integration or consulting firm that can help with the transformation)
6. Any options considered in the roadmap – Which one will you recommend?

Please discuss the above with the instructor if you have any questions. As I mentioned, you can choose a different company for your final project. Please understand that getting data points related to the transformation, journey mapping to identify customer experience, etc. will prove to be very difficult if you choose a company other than Starbucks as I may not be able to help you. I highly recommend you consider the Starbucks case unless you have a specific organization in mind. Please note that this company you are going to choose for your final project cannot be an organization you work for currently due to conflicts of interest situation that may arise and for obvious confidentiality reasons. Thank you for your understanding. Good Luck!