**Stage 2: Strategic Use of Technology**

Before you begin work on this assignment, be sure you have read the Case Study and reviewed the feedback received on your Stage 1 assignment. Refer to the Business Analysis and System Recommendations (BA&SR) Table of Contents below to see where you are in the process of developing this report.

**Overview**

As the business analyst in the CIO's department of Chesapeake IT Consulting (CIC), your next step in working towards an IT solution to improve the hiring process at CIC is to explain, in general, how CIC can use IT for strategic purposes.

|  |
| --- |
| **Business Analysis and System Recommendation (BA&SR) Table of Contents** |
|  |
| **Background and Organizational Analysis (Stage 1)** |
| Introduction |
| Organizational Strategy |
| Components of an Information System |
| People and Technology |
| Processes |
| Data/Information |
| **Strategic Use of Technology (Stage 2)** |
| Decision Making |
| Communication |
| Collaboration |
| Relationships |
| Structure |
| Competitive Advantage |
| **Strategic and Operational Outcomes (Stage 3)** |
| Strategic Outcomes |
| Process Analysis |
| Requirements |
| **System Recommendation (Stage 4)** |
| Benefits of an Enterprise Solution |
| Proposed IT solution |
| How the Proposed IT Solution Meets the Requirements |
| Implementation Steps |
| Conclusion |

**Assignment**

The first step is to incorporate the feedback you received on your Stage 1 assignment, making any needed corrections or adjustments. For this assignment, you will **add** Section II of the Business Analysis and System Recommendation (BA&SR) and identify and explain how the organization in the case study can use technology for strategic purposes in the areas listed below. This analysis lays the ground work for Section III – Strategic and Operational Outcomes of the BA&SR (Stage 3 assignment) which will explain how technology can be used to support the strategic outcomes of the organization.

Using the case study, assignment instructions, Course Content readings, and external resources, develop your Section II on Strategic Use of Technology. Approximate lengths for each section are provided as a guideline; be sure to provide all pertinent information

As you review the case study, including the description of CIC as well as the "interviews" that are documented, list opportunities for CIC to use technology for **strategic** purposes in the areas of: decision making, communication, collaboration, relationships, structure, and competitive advantage. Keep in mind, these are to be aligned to the business strategy and the organizational goals; the uses described in this section should not be just automating manual processes. Begin with Section I (the Stage 1 assignment), making changes based on feedback you received and add Section II. **Note: In addition to the criteria for Stage 2, as indicated in the grading rubric, the incorporation of improvements based on substantive feedback (more significant problems with content) from the previous stage will also be evaluated.**

Apply specific information from the case study to address **each** area listed below.

**II.** **Strategic Use of Technology**

* 1. **Decision-Making** - In the Information Systems course module (included in the Week 4 Learning Resources), you were introduced to the information requirements of various levels of the organization. First, insert an introductory opening sentence for this section. Then, for each of the processes listed below, complete the table with the appropriate level) and an example of a decision supported by the Hiring System to be made at that level. (Provide an introductory sentence then copy the table and insert information within.)

|  |  |  |
| --- | --- | --- |
| **Role** | **Level** | **Example of Possible Decision Supported by Hiring System.** |
| **Senior/Executive Managers**  *(Decisions made by the CEO and the CFO at CIC supported by the hiring system.)* |  |  |
| **Middle Managers**  *(Decisions made by the Director of HR and the Manager of Recruiting supported by the hiring system.)* |  |  |
| **Operational Managers**  *(Decisions made by the line managers in the organization who are hiring for their projects supported by the hiring system.)* |  |  |

**B. Communication - Explain** how a hiring system would improve internal and external communications. (Paragraph of 4-5 sentences)

**C. Collaboration** - Explain how a hiring system would improve collaboration internally within CIC. (Paragraph of 4-5 sentences)

D. **Relationships** - Explain how implementing an enterprise hiring system would foster stronger relationships with applicants/potential employees. (Paragraph of 4-5 sentences)

E. **Structure** - Explain how a system would improve the CIC hiring process by providing a consistent structure for each participant to perform his/her part in the hiring process. (Paragraph of 4-5 sentences)

F. **Competitive Advantage** - Explain how and why CIC can use the new hiring system to increase its competitive advantage. Your explanation should demonstrate your understanding of what competitive advantage is as well as how improving the hiring process will help achieve CIC’s competitive advantage. Include how CIC can use the type of data/information that will be in the hiring system for strategic advantage. (Paragraph of 4-5 sentences)

**Formatting Your Assignment**

For academic writing, the writer is expected to write in the third person. In third person, the writer avoids the pronouns I, we, my, and ours. The third person is used to make the writing more objective by taking the individual, the “self,” out of the writing. This method is very helpful for academic writing, a form in which facts, not opinion, drive the tone of the text. Writing in the third person allows the writer to come across as unbiased and thus more informed.

* Include Section I, revised according to any feedback received and add to it Section II.
* Write a short concise paper: Use the recommendations provided in each area for length of response. Content areas should be double spaced; table entries should be single-spaced. It’s important to value quality over quantity. Section II should not exceed 4 pages.
* Ensure that each of the tables is preceded by an introductory sentence that explains what is contained in the table, so the reader understands **why** the table has been included.
* Use **at least** two resources with APA formatted citation and reference. Use at least one external reference and one from the course content.
* Compare your work to the Grading Rubric below to be sure you have met content and quality criteria.
* Submit your paper as a Word document, or a document that can be read in Word.
* Your submission should include **your last name first in the filename:**  **Lastname\_firstname\_Stage\_2**

**GRADING RUBRIC:**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Criteria** | **90-100%**  **Far Above Standards** | **80-89%**  **Above Standards** | **70-79%**  **Meets Standards** | | **60-69%**  **Below Standards** | **< 60%**  **Well Below Standards** | | **Possible Points** |
| **Decision- Making**  *Types of decisions supported by the system for each of the three levels of the organization* | **11-12 Points**  Identified correctly and fully, clearly and logically explained; are derived from the Case Study; and demonstrate sophisticated analysis and writing. | **9-10 Points**  Identified correctly and clearly and logically explained; are derived from the Case Study; and demonstrate analysis and effective writing. | **8 Points**  Identified correctly and explained; and are derived from the Case Study. | | **7 Points**  Not all provided; and/or are not correct and/or not derived from the Case Study. | **0-6 Points**  Very incomplete or missing. | | **12** |
| **Communication**  *Selection of a technology to support communication and explanation of how the system will support the organization's strategy.* | **11-12 Points**  Clear, logical and fully supported using a sophisticated level of writing. | **9-10 Points**  Identified correctly and clearly and logically explained, and demonstrates analysis and effective writing. | **8 Points**  Identified correctly and explained. | | **7 Points**  Not provided and/or not clear, logical and/or supported. | **0-6 Points**  Not included or demonstrate little effort. | | **12** |
| **Collaboration**  *Explanation of how the system will support the organization’s internal collaboration* | **11-12 Points**  Explanation is clear, logical and fully supported using a sophisticated level of writing. | **9-10 Points**  Explanation is logically explained, and demonstrates analysis and effective writing. | **8 Points**  Explanation is provided and related to the Case Study. | | **7 Points**  Explanation is not clear, logical and/or supported. | **0-6 Points**  Explanation is not covered, or little effort is demonstrated. | | **12** |
| **Relationships**  *The explanation of how the system would foster stronger relationships with potential employees* | **11-12 Points**  Clear, complete and logical, and demonstrates sophisticated analysis and writing. | **9-10 Points**  Clear, complete and logical, and demonstrates analysis and effective writing. | **8-Points**  Provided, may lack specifics and/or clear logic. | | **7 Points**  Not complete, clear, and/or logical. | **0-6 Points**  Little or no explanation provided. | | **12** |
| ***S*tructure**  *The explanation of how the system would improve the process by providing a structure* | **11-12 Points**  Clear, complete, logical, derived from the Case Study, and demonstrates sophisticated analysis and writing. | **9-10 Points**  Clear and logical; is derived from the Case Study; and demonstrates analysis and effective writing. | **8 Points**  Explanation is provided, may lack specifics and/or clear logic. | | **7 Points**  **Incomplete or inaccurate.** | **0-6 Points**  Little or no explanation provided. | | **12** |
| **Competitive Advantage**  ***Explanation of how the system and its data can be used for competitive advantage*** | **11-12 Points**  **Complete and accurate; demonstrates sophisticated analysis and writing.** | **9-10 Points**  **Complete and accurate;** demonstrates analysis and effective writing. | **8 Points**  **E**xplanation is provided, may lack specifics and/or clear logic. | | **7 Points**  **Incomplete or inaccurate.** | **0-6 Points**  **Missing or extremely incomplete or inaccurate.** | | **12** |
| **Incorporation of Feedback on Previous Stage**  *Substantive feedback related to key content is addressed and previous sections are improved* | **8 Points**  **Substantive corrections very effectively incorporated to reflect feedback received on Stage 1.** | **6-7 Points**  **Substantive corrections incorporated to reflect feedback received on Stage 1.** | | **5 Points**  Corrections incorporated to reflect feedback received on Stage 1. May not have addressed all key points or sufficiently corrected. | **3-4 Points**  Minimal corrections made based on feedback received on Stage 1. Some improvements still needed. | | **0-2 Points**  No corrections made based on feedback received on Stage 1 and/or incorrect changes made. | **8** |
| **Research**  *Two or more sources--one source from within the IFSM 300 course content and one external (other than the course materials)* | **9-10 Points**  Required resources are incorporated and used effectively. Sources used are relevant and timely and contribute strongly to the analysis. References are appropriately incorporated and cited using APA style. | **8 Points**  At least two sources are incorporated and are relevant and somewhat support the analysis. References are appropriately incorporated and cited using APA style. | | **7 Points**  Only one resource is used and properly incorporated and/or reference(s) lack correct APA style. | **6 Points**  A source may be used, but is not properly incorporated or used, and/or is not effective or appropriate; and/or does not follow APA style for references and citations. | | **0-5 Points**  No course content or external research incorporated; or reference listed is not cited within the text. | **10** |
| **Format** | **9-10 Points**  Well organized and easy to read. Very few or no errors in sentence structure, grammar, and spelling; double-spaced, written in third person and presented in a professional format. | **8 Points**  Effective organization; has few errors in sentence structure, grammar, and spelling; double-spaced, written in third person and presented in a professional format. | | **7 Points**  Some organization; may have some errors in sentence structure, grammar and spelling. Report is double spaced and written in third person. | **6 Points**  Not well organized, and/or contains several grammar and/or spelling errors; and/or is not double-spaced and written in third person. | | **0-5 Points**  Extremely poorly written, has many grammar and/or spelling errors, or does not convey the information. | **10** |
|  |  |  | |  |  | | **TOTAL Points Possible** | **100** |