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**General Class Information**

Instructor Name and Contact Information:

Lisa Wentzel ([lmw2y@virginia.edu](mailto:lmw2y@virginia.edu))

Subject Area and Catalog Number:

IT 5220

Year and Term:

2017 Spring

Class Title:

Strategic Business Value of Information Technology

Level (Graduate or Undergraduate):

Graduate

Credit Type:

3 Graduate Credits

Class Description:

IT 5220 is a general policy course, not an applied class. As such, students will not be taught how to activate, use, or apply any IT system. Instead, the course focuses on how to assess the value of IT investments and align technical strategies with business strategies. It introduces Porter's Five Forces Model, the value chain, technology payoff metrics, and risk analysis. Additionally, the course explores ways to leverage disruptive technologies for competitive advantage. Application of various models and frameworks is achieved through assignment and case study work that has students clarify, classify, select and justify methods and approaches.

Required Text:

*Managing and Using Information Systems: A Strategic Approach*

Authors: Keri E. Pearlson and Carol S. Saunders

ISBN-10: 111828173x

ISBN-13: 978-1118281734

Publisher: Wiley (Wiley series in probability and statistics)

Edition: 5th edition (August 21, 2012)

Media: Paperback (416 pages) (Other media available and acceptable)

***Optional Textbook:***

# *The New IT: How Technology Leaders are Enabling Business Strategy in the Digital Age*

# Author: Jill Dyche

ISBN-10: 0071846980

ISBN-13: 978-0071846981

Publisher: McGraw-Hill Education

Edition: 1st edition (January 26, 2015)

Media: Paperback (416 pages) (Other media available and acceptable)

Learning Outcomes:

1. Demonstrate knowledge of key IT concepts as they apply in the business world and health care environments.
2. Describe how IT assets can be applied to create business value/competitive edge.
3. Investigate topics related to information technology, using various research channels.
4. Analyze and critique the priorities of information technology investments which include but are not limited to quality measurement, cost and rising expenditures and, workforce issues.
5. Evaluate the effectiveness of IT Governance policies and discuss the implications for health care IT expenditures and management practices.
6. Compare the various IT sourcing methods and justify the management decision practices for implementation each technique.
7. Describe the ethical issues faced by IT managers when selecting technology investments for health care systems.

Assessment Components:

You will be evaluated and can also play an active role in evaluating your progress in this course several ways. You will be evaluated by course asynchronous discussion forum participation, “live” synchronous sessions, course assignments and course examinations. More detailed information on each of the various assessment components can be found within the Course Assignments and Activities section of this syllabus.

**Course Participation** **27%**

* Weekly asynchronous interactive discussion forums: discuss information technology and business strategy alignment value concepts. (22%)
  + - Evaluation Standard – Students’ level of participation and engagement will be evaluated using an interactive discussion rubric, which will include timeliness, number of responses and content of the postings and associated discussion board responses.
* Course participation via either attendance in five “live” Synchronous Blackboard Collaborate Sessions or review of pre-recorded lecture and completion of interactive unit handout. You are expected to be “present and engaged” at a ***minimum of 3*** of the scheduled live synchronous sessions. ***Please send me an email in advance to let me know if you are unable to attend the synchronous session on Bb Collaborate***. (5%)
* Evaluation Standard - Students’ degree of participation will be evaluated based on their attendance and active participation within the synchronous session. If unable to attend, student would be required to view the recorded session and complete and submit the “interactive unit handout”.

**Course Assignments** **38%**

* Three written assignments focusing on the strategic use of IT resources, organizational strategy and **the IT governance strategy for health care IT services.** (24%)
* **Evaluation standard** – Students will be evaluated using a research paper rubric which will assess the paper’s organization, content, and literary style of the paper.
* Research assignment (Zara) is a classic case study of how innovative use of a ﬁrm’s information resources can provide companies with substantial and sustainable advantages over competitors. Students will apply the concepts discussed in chapters 1 and 2; specifically Porters Five Competitive Forces model (Figure 2-4), Porters Value chain model (Figure 2-7) and the Resource-Based View model (Figure 2-8) to answer questions about Zara’s IT and business goals alignment.
* Research assignment (IT Governance) applies the role of IT governance in the assignment of decision-making rights and accountabilities regarding behavior in the desirable use of IT. Students will select and apply a governance method discussed in the text (COBIT and Sarbanes-Oxley) to a case involving health care IT governance.
* Research assignment (Outsourcing) has students review various outsourcing methods (insourcing, outsourcing, farshoring, nearshoring, offshoring, backsourcing) and apply the sourcing decision cycle framework to a health care outsourcing example to achieve benefits in terms of cost savings or filling the gap in necessary employee skills.
* Two case studies in the areas of health care information technology implementation as it relates to strategic use of information resources and **outsourcing health care services**. (14%)
* **Evaluation standard** – Students will be evaluated using a case study rubric which will assess the case study content, application of module concepts, reflection of critical thinking skills, as well as literary style.
* The first case study has the student apply organizational and cultural models to describe how information systems support the business strategy. Students will explain how structures such as flat, hierarchical, matrix and networked organizations are being enhanced by technology and how IT enables and supports networked organizations.
* The second case study looks at RFID in the health care arena. Material covered in this section discusses how the business side of information technology (IT) is often similar to the business itself. As explained in chapter 8, IT is evaluated using many methods (CBA, ROI, NPV, EVA, IRR, payback analysis, weighted scoring methods, etc.) IT is funded using one of three methods; chargeback, allocation or corporate budget. Activity based costing and total cost of ownership techniques also group costs into meaningful buckets. Students will research, clarify and apply these evaluation and funding methods to an RFID implementation at a health care facility.

**Course Examinations 35%**

* Midterm examination (15%): A midterm examination will be completed online by the student during the seventh week of the course. The examination will cover all of the topics covered during the first half of the semester and will be used to demonstrate the student’s understanding of the core concepts and issues during that time period.
  + **Evaluation standard** – Student examination submissions will be graded based on an examination rubric calculating correct answer to true/false, multiple choice and fill-in-the blank questions.
* Final examination (20%): A comprehensive examination will be completed online by the student during the last week of the course. The examination will cover all of the topics covered during the semester and will be used to demonstrate the student’s understanding of the core concepts and issues.
  + **Evaluation Standard** – Student examination submissions will be graded based on an examination rubric calculating correct answer to true/false, multiple choice and fill-in-the blank questions.

Due Dates for Course Assignments

Assignments will be due by 11:55 pm eastern standard time of the assignment due date (usually the Friday evening two weeks beyond the assignment notification). Assignment due dates are outlined within this course syllabus and within the Course Schedule on Collab. Information regarding assignments will be ***sent out as a weekly Collab announcement on Wednesdays of each week when appropriate.*** Students are given two weeks and two days to complete the assignments. Late assignments will be accepted for up to one week – but with a 15% penalty – to be fair to those students who do turn in their work on time.

Delivery Mode Expectations:

This is an online web-based course using both synchronous activities as well as asynchronous discussions, major assignments and examinations.

Required Technical Resources and Technical Components:

None