



SYMBIOSIS INTERNATIONAL (DEEMED UNIVERSITY)

(Established under section 3 of the UGC Act 1956)

Re - accredited by NAAC with 'A' Grade
Founder: Prof. Dr. S. B. Mujumdar, M.Sc.,Ph.D. (Awarded Padma Bhushan and Padma Shri
by President of India)

(Established under section 3 of the UGC Act 1956, by notification No.F.9-12/2001-U3
Government of India)

Sub Committee for Curriculum Development IT Management Specialization Format to submit syllabus

Course Name: IT Strategy

Course Code: T3086

(UG/PG): PG

Number of Credits: 3

Level: 5

Learning Objective(s): The course aims to equip the participants with an understanding that how IT does not remain only the enabling tool to support operations but it has got the strategic importance for steering the business, competing in market and redefining the industries. With the knowledge gained from this course, participants will be able to advise and propose a course of action to the client companies for deploying the IT solutions that drive their business strategy.

Pedagogy: Discussion based sessions for learning from business cases.

Pre-learning:

Principles of Management, Basic Courses on Organizational Behaviour and Marketing, Financial Planning and Management

Essential : Business Strategy

Course Outline:

Sr.No.	Topic	Hours
1	Recapitulate Business Strategy :- What is strategy? Value Proposition, Five force analysis of an industry, Value Chain, Evolution and continuance of Strategy	3
2	IT and Business Innovation:- Does IT Matter? Debate on whether IT matters to the businesses or not, Characteristics that makes IT relevant and important to businesses	3
3	Strategic Shifts and IT –Opportunities and Risks :- Types of Strategic Shifts – Enhancement, Expansion, Extension and Exit; Value Network Audit for deciding upon the strategic shifts, Role of IT in driving Strategic Shifts, McFarlan’s Strategic Grid, Strategic Alignment Model of Henderson and Venkatraman, Strategic opportunities and risks related to IT	3
4	IT and Organization :- Organization Design and the new capabilities due to IT, Hierarchy and Matrix, Emergence of On Demand Enterprise, Organizational Transformation, Information for Authority, Control, Accountability and Collaboration; Design features of hierarchical, entrepreneurial and on demand organizations	3
5	IT and Business Networks :- Business as a network of nodes/organizational units, Need for networks, Bases of differentiation and integration, Role of IT in enabling business networks, Governance of Interdependencies, Network Ownership and Emergence of Hybrid Governance Network Model enabled by IT	3
6	Rationalize IT Investment :- IT Value Framework – Value-enabling, Value-creating and Value-sustaining IT investments, Assessing and creating IT options for investments	3
7	IT Governance :- Corporate and IT Governance, the need for IT Governance, Board Oversight and the role of IT Governance Committee, Performance Monitoring and Control using Balanced Score Card and prevalent audit frameworks – IT Governance on One Page (Sloan School of Management)	3
8	Management of IT Infrastructure :- Elements of Internetworking Infrastructure and operations, Real-time infrastructure, , Availability and security of infrastructure, New models of service delivery – On Demand, Utility and Grid Computing, Leveraging diverse IT infrastructure for Strategic Agility (Sloan School of Management)	3
9	IT Outsourcing :- IT outsourcing – meaning and drivers, Evolution of Outsourcing, Present and emerging avenues of IT outsourcing, Structuring and managing the alliance	3
10	IT Portfolio Management :- Project approach, IT Project selection and creation of portfolio, Project characteristics and risks, IT portfolio risks, Approaches to project execution, Business and Technical Value Analysis of Projects	3
	Total	45

Books Recommended:

1. Appelgate, Lynda, Austin, Robert and McFarlan Warren. Corporate Information Strategy and Management: Text and Cases, McGraw-Hill International Edition, 7e, 2007 or later edition.
2. Ross, Jeanne, Peter Weill, and David Robertson. *Enterprise Architecture as Strategy: Creating a Foundation for Business Execution*. Boston, MA: Harvard Business School Press, 2006. ISBN: 9781591398394.
3. Weill, Peter, and Jeanne Ross. *IT Governance: How Top Performers Manage IT Decision Rights for Superior Results*. Boston, MA: Harvard Business School Press, 2004. ISBN: 9781591392538.
4. Weill, Peter, and Michael Vitale. *Place to Space: Migrating to eBusiness Models*. Boston, MA: Harvard Business School Press, 2001. ISBN: 9781578512454.
5. Weill, Peter, and Marianne Broadbent. *Leveraging the New Infrastructure: How Market Leaders Capitalize on Information Technology*. Boston, MA: Harvard Business School Press, 1998. ISBN: 9780875848303.
6. Earl, Michael. *Information Management: The Organizational Dimension*. New York, NY: Oxford University Press, 1998. ISBN: 9780198294528.
7. Hagel, John, and Arthur Armstrong. *Net Gain: Expanding Markets through Virtual Communities*. Boston, MA: Harvard Business School Press, 1997. ISBN: 9780875847597.
8. Refer to websites of Industry Forums like NASSCOM, Analysts like Gartner, Forrester and Stock Exchanges like NASDAQ, NSE regularly. The conceptual contents of the course have to be delivered through the selected set of case studies.

Suggested Evaluation Methods:

Regular Written Test,
Case Analysis,
Individual/Group Project
Course Project Reports,
Presentations,
Term Paper.

Parallel/Similar courses the existing curriculum: **None**

S.No.	Name of the course	Institute where it was offered

Name of Member	Dr. Urvashi Rathod	Prof. Biswajit Mohapatra			
Designation	Professor	Visiting Faculty Member at SCIT			
Org. / Inst.	Symbiosis Centre for Information Technology (SCIT)	IBM			
Signature					

Name of the Expert: Biswajit Mahopatra

Signature:

Date:3/8/2013

