Course Overview Description:

In this course, “IT” or “Information Technology” refers to the technologies and processes associated with business information, computing and telecommunications. IT continues to evolve rapidly with challenging implications for competitive effectiveness and efficiency at an individual, group and corporate levels. This course investigates the concepts of the strategic use of IT in business at two levels. The first level focused on how executives from separate management disciplines (in technology and general business for example) need to collaborate to address and govern IT during business strategy, planning and execution. The second level focused on how to apply strategy planning and analysis techniques to developing IT strategies.

The course is recommended for students involved in strategic planning and analysis of business and technology issues, technology executives and managers with an interest in either technology sector companies or business enterprise IT groups, and vendors of information technology products or services.

The course makes use of:

- Readings /analysis /discussion on Business strategy techniques, IT Strategy and IT Management
- Case method study of:
  - Enterprise businesses, their IT strategy development and applications of IT
  - Info-tech sector companies and the impact of their IT products and services on customer IT strategies

Strategy planning and analysis techniques used include scenario planning, Porter’s industry sector analysis, and techniques for business and IT strategy alignment in the enterprise. A solid understanding of IT technologies and communications is required, either through pre-requisite courses or industry professional experience. We will apply different strategy development and analysis frameworks alternatively to cases on technology sector companies as they “go to market” with IT products and services, and to cases addressing corporate enterprise management and users of information technology in non-IT sector businesses.

Objectives: At the end of the course, students will be able to:

- Use business strategic planning techniques to evaluate IT strategy alignment to business.
- Select and apply appropriate strategy analysis frameworks to analyze Enterprise IT and tech-sector company growth, product and service positioning and impacts on enterprise IT strategies.
- Recognize/evaluate/articulate the perspectives of senior stakeholders (both line management as well as CEO/CFO/COO, etc.) on IT strategy and governance.

PRE-WORK ASSIGNMENT for First Meeting – Saturday, March 12, 2011 – listed on following page.
Pre-work assignments for the first meeting (March 12, 2011):

- Read and prepare to discuss the elements of strategy analysis as applied by Shoemacher to the Apple example in “How to Link Strategic Vision to Core Capabilities” (Section 1.1).
- Read “Strategic Planning at United Parcel Service” (Section 1.3).
- Read “Mastering the Three Worlds of Information Technology” (Section 4.2).

The course syllabus will be comprised of discussion of readings along with case method study and discussions in each meeting. The specific order and calendar for topics and cases will be communicated in the first class.

BULK PACK LISTING delivered via STUDY.NET (Subject to Update):
(Sections are defined for ease of reference; sections will not always correlate to class lectures.)

Section 1: Scenario Planning & IT Strategy Analysis Frameworks

1.1 "How to Link Strategic Vision to Core Capabilities"; Shoemaker, P.J.H, MIT Sloan Management Review, Fall 1992; pp. 67-81 Reprint 3415

1.2 “Strategy and the Internet”; Porter, M.; HBR Reprint R0103D; March 2001

1.3 “Strategic Planning at United Parcel Service”; Garvin & Levesque; HBSP 9-306-002; Rev. June 19, 2006

Section 2: Tech Sector (Telecom, Broadband, Wireless, Internet, Content, Commerce)


2.3 “Google Inc.”; Edelman & Eisenmann; HBSP 9-910-036; Rev: February 12, 2010

2.4 “Developing an App for That: Mobile Application Strategy (Banking)”; Halaburda, Gans & Burbank; HBSP 9-711-415; Rev: August 31, 2010

2.5 “Google’s Android: Will it Shake up the Wireless Industry in 2009 and Beyond?”; Burgelman, Silverman, Wittig & Hoyt; SM-176; Rev: July 28, 2009

Section 3: Enterprise IT


3.2 “Strategic IT Transformation at Accenture”; Jeffery, M.; Kellogg School of Management; KEL471; 2010

3.3 “The Trouble with Enterprise Software”; Rettig, C.; MIT Sloan Management Review, Fall 2007 Reprint number: 49101

Section 4: IT Management


4.2 “Mastering the Three Worlds of Information Technology”; McAfee, HBR Toolkit Reprint R0611J


4.4 (B) “MDCM, Inc. (B): Strategic IT Portfolio Management”; Jeffery, M., Norton, J.F.; Kellogg School of Management; KEL172; 2006


Section 5: Additional Reading


5.3 “IT doesn’t Matter”; Carr, N.G.; HBR – Reprint: R0305B – May 2003

5.4 “Outsourcing IT: The Global Landscape in 2004”; McFarlan, F.N., Delacey, B.J.; HBS Case 9-304- 104 Rev. 9/14/04
Tom Oser, Ph.D:

Tom Oser is Vice President of Vice President of Wholesale Products Division at JM Eagle, the world’s largest manufacturer of plastic pipe. In this role he continuously applies principles that align business and information technology strategies. He has a long history of management consulting providing services from strategy through execution in the areas of business and technology, particularly where business and technology meet. His clients ranged from Fortune 500 companies through early stage venture capital start-ups. His industry experience also includes executive leadership roles in operations in the telecommunications carrier and manufacturing industries. He developed and led consulting practices in strategy, operations and technology consulting for leading global firms Infosys Consulting, Cap Gemini, and Ernst & Young, always at the bridge point of technology and business solutions. At Infosys Consulting he specialized in global outsourcing and business transformation services based on the 24-hour global delivery model. In strategy consulting, he concentrated on scenario planning based strategy services for CEOs and executive teams of global clients Decision Strategies International. Representative clients include: Verizon, Microsoft, Bank of Montreal, HBO, Time Warner, Mount Sinai NYU Health Services, Abbott Laboratories, PSE&G, Pershing, JM Eagle.

He is a frequent speaker at industry conferences and hosts an industry series “The Evolving CIO Series” in New York City. He chaired the Wharton Club of New York’s Technology Affinity Group of New York area for Wharton alumni engaged in work or investments in the technology sector of industry.

He was the founding director of an innovative graduate studies program in Telecommunications Management in the early 90’s at Stevens Institute of Technology in New Jersey. In addition to EMTM, he is teaches IT Strategy and IT for Non-Technical Executives with Wharton Executive Education for international clients. He has an MBA in finance and strategy from The Wharton School, and he holds a Bachelor of Engineering and a Ph.D. in computer and information engineering from Stevens Institute of Technology, and a M.S. in Telecommunications from Southern Methodist University.