Title	**BMAN60111** **IS Strategy and Enterprise Systems**
Credit Rating	15
Level	M
Semester	1
Course Coordinator(s)	Professor Chris Holland
Methods of Delivery	Lectures, case studies, electronic case studies, video, guest lecturers and industry presenters
Lecture Hours	20
Seminar Hours	4
Private Study Hours	130
Total Study Hours	154
Assessment Method	Individual Essay (100%)

Aims

It is now widely recognised that information is the lifeblood of companies. IT and Information Systems (IS) were long considered as a separate part in organisations that merely provided some infrastructure and maybe some supporting mechnisms for certain business activities. Recently, it has been recognised that IT and IS form an integral part of organisations. The introduction of Chief Information Officers (CIOs) is evidence of this trend. In addition, organisations start to recognise that IT and IS should be closely linked to business strategy and objectives in order to achieve a competititve advantage. The focus to date has been on automating transactional-based systems in all the business areas of the company, such as production and logistics.

The challenge for managers over the next decade is to build intelligence into their organisations that combine the best elements of integrated transaction-based systems such as Enterprise Resource Planning (ERP), and banking systems, with knowledge-based systems that support individual and group decision making, and enable the communication, storage and leverage of ideas and concepts across global enterprises.

The aim of the course unit is to develop an understanding of key information systems strategy concepts and contemporary developments in IS strategy for competitive advantage, Internet marketing and global systems. Emphasis will be placed on the analysis of case studies and the theory frameworks will be illustrated with international data from banking, telecommunications, grocery, retailing, sports marketing and manufacturing examples.

Learning Outcomes

On completion of the course, students will be able to

- Comprehend key strategic concepts including competitive positioning, the role of IT in a resource based view of the firm, the debate on IT and competitive advantage, the distinction between planned and emergent strategies and the managerial implications of the resource profile for large-scale IT project implementation
- Apply the concepts of IT strategy to evaluate a company's use of IT in the context of its overall business strategy. This includes the use of ERP as a vital component of a firm's internal IT infrastructure
- Analyse the relationships between business and IT strategies and apply these concepts to a range of companies including Amazon, CISCO, TESCO, schwab.com and Vodafone
- Understand the theory of electronic markets and how strategy concepts can be applied to develop an Internet marketing strategy in a competitive context that includes the synthesis of external market data with internal performance data

Syllabus
1. IT as a supporting mechanism for organisations and as part of business strategy, including the distinction between IT infrastructure, transaction systems and business intelligence
2. Legacy systems and Enterprise Resource Planning (ERP) systems, including vendor positioning.
3. What is strategy, business strategy and IS strategy? This will include strategy frameworks that cover competitive positioning, resource based view of the firm and the role of IT, strategic alignment and IT for competitive advantage
4. The use of information systems to support Customer Relationship Management (CRM) as part of an information-driven strategy
5. International strategies: the balance between global and local country strategies
6. The theory of electronic markets, application of concepts to B2B markets and online sales models in consumer marketing
7. Development of Internet marketing strategy in consumer markets and the combined use of internal performance data with external market information on competitors
8. Web 2.0 developments in business and consumer markets
9. A number of case studies will be discussed in class, see below for details.

Reading List
Pearlson, K.E. and Saunders, C.S., **Strategic Management of Information Systems,** John Wiley & Sons, 2009, ISBN: 978-0470400241**.**   Willcocks, L. P., Petherbridge, P., Olson, N., **Making IT Count: Strategy, Delivery, Infrastructure**, Elsevier (Butterworth Heinemann), 2007, ISBN: 978-0-7506-4821-9