Department of Decision and Information Technologies
The Robert H. Smith School of Business
University of Maryland

BMGT 808D Spring 2004
Doctoral Seminar: Strategic Management of IT

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Class Meets: T 3:30 – 6:10 pm
VMH 4535

COURSE DESCRIPTION: The goal of this seminar is to provide an understanding of the issues related to the adoption and use of information technologies in organizations, the leverage of value from information technologies, and the management of information technologies in organizations. Students will read and discuss various theories, conceptual issues, and empirical papers pertaining to research on these topics of inquiry.

COURSE OBJECTIVES: The major objective of the seminar is for each participant to develop a good understanding of the current state of knowledge regarding IT adoption, IT value, and IT management. Specifically, each participant will develop an understanding of:

• The factors and tactics that influence the adoption of IT by individuals and firms.
• The impacts of information technologies on firms, networks, and markets
• The economic value of IT
• The challenges, capabilities, processes, and organization designs associated with effective IT management
• The issues related to the management of systems development activities, including the effects of methodologies, project control approaches, and organizational arrangements.

Students are expected to develop a sound understanding of these key information systems research phenomena and be able to critically evaluate the contributions of research to date. Further, students will also develop an ability to articulate important research ideas and position their significance within the existing stream of information systems research.

COURSE TEXTBOOKS


In addition, the seminar will draw upon articles published in a variety of academic journals such as the MIS Quarterly, Information Systems Research, Management Science, and Organization Science.
Course Grading:

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<th>Component</th>
<th>Percentage</th>
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<tr>
<td>Article Synopses</td>
<td>10%</td>
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<tr>
<td>Essay #1</td>
<td>15%</td>
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<td>Essay #2</td>
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<tr>
<td>Research Paper Proposal</td>
<td>5%</td>
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<td>Detailed Research Paper Outline</td>
<td>5%</td>
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<td>Research Paper</td>
<td>30%</td>
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<tr>
<td>Seminar Participation</td>
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Grade Components:

Article Synopses

Each week, each student will select two of the assigned readings and hand in a typed synopsis for those two articles. This synopsis must provide the following information:

- Focus of the article
- Author’s view of the article’s contribution
- What YOU learned from this article
- What YOU would have liked the author to do that he/she did not do

Each week, you will be given a numerical grade reflecting my evaluation of the quality of these synopses

Essay #1

You will choose one of the topics that is the focus of this seminar:

- IT adoption and value
- Management of systems development
- IT management

For the chosen topic, use the course readings and propose a simple model on some aspect related to that topic. A simple model consists of about four constructs. Your essay should introduce the specific phenomenon being described, provide a figure for the research model, define all the constructs in the research model, and provide arguments (citing relevant literature) for the relationships depicted.

Essay #2

Using ideas from all of the materials covered in the course, enrich your research model so that it more adequately explains the behaviors being examined. This enrichment might involve you deleting or adding variables (including moderating or mediating variables) and deleting or adding relationships to your Essay #1 research model.

Your essay should again introduce the specific phenomenon being described, provide a figure for the research model, define all the constructs in the research model, and provide arguments (citing relevant literature) for the relationships depicted. In addition, explicitly explain how and why this research model has improved that described in Essay #1.
Research Paper

This paper should develop a conceptual research model for a topic of interest to you that involves some aspect of IT value, management of systems development, or IT management. (A very successful outcome for the paper would essentially represent the “theory chapter” of a dissertation.) I expect the structure of the paper to be as follows:

Introduction
  • What is the problem?
  • Why is relevant?
  • What is the intended contribution?

Synthesis of Relevant Prior Literature
  • Contributing theories

Development of Research Model
  • Constructs defined
  • Relationships explained and justified

Important Research Directions

Conclusion

The chapters in *Framing the Domains of IT Management* provide good models for a successful research paper.

Research Paper Proposal

This includes both a description of the phenomenon you intend to examine in your manuscript, an explanation of why you have selected this phenomenon, and description of your literature search strategy. The more detail provided, the greater the feedback I can provide.

Research Paper Detailed Outline

This includes both a detailed outline of the paper as well as a bibliography. The bibliography should be provided by embedding your references within the detailed outline of the manuscript. That is, you should have a numbered reference list and then these numbers should be embedded appropriately within your outline.

Seminar Participation

Clearly an graduate seminar is an interactive learning environment and I expect everyone to be prepared to discuss, debate, and expound on the issues raised in the readings. Additionally, for each week, I would like you to put your “blue sky” hat on and come prepared with an answer to the question: if I had to do my dissertation in _____ (substitute the week’s topic), what would be an exciting research question to pose?
OVERVIEW OF TOPICS AND DATES

1/27  Introduction to the Seminar


2/3  Organizations and Information Systems
      What are some important organizational perspectives on the nature and role of information systems?
      • Organizations as sense-making systems
      • Organizations as institutional systems


Optional Readings


2/10  Organizations and Information Systems
      What are some important organizational perspectives on the nature and role of information systems?
      • Organizations as economic systems
      • Organizations as knowledge systems


**Optional Readings**


**IT Impacts: Economic Value**


IT Impacts: Economic Value


Research Paper Proposal Due

IT Impacts: Strategic Value

A. Segars and J. Dean, Managing the nexus of information technology and radical change: An organizational capabilities perspective, in R. W. Zmud, Chapter 12.

V. Sambamurthy, Business strategy in hypercompetitive environments: Rethinking the logic of IT differentiation, in R. W. Zmud, Chapter 13.


3/9  **IT Impacts: Organizational Level**


**Essay #1 due**

3/16  **IT Impacts: Markets and Inter-organizational Links**


Organizational and Individual Adoption and Use of IT


Managing the Systems Development Process


Detailed Research Paper Outline Due
Managing the Systems Development Process


Managing the Systems Development Process


Essay # 2 due
The Management of Information Technologies


The Management of Information Technologies


R. Agarwal and T.W. Ferratt, “Crafting an HR Strategy to Meet the Need for IT


5/11  **Student Presentations of Research Papers**

5/17  **Research paper due**