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Establishing Modern Master-level Studies in Information Systems
561592-EPP-1-2015-1- FR-EPPKA2-CBHE-JP

WP2
Curriculum development
Information System Strategy course

Tabl. 1

List of Competences

Competences Area	Competences
Systems Development and Deployment	1. Managing plan-based, hybrid, and agile development approaches
	2. Specifying and documenting systems requirements
	3. Managing IS development projects
Data, Information and Content Management	4. Selecting appropriate data management technologies based on the needs of the domain
	5. Integrating and preparing data captured from various sources for analytical use
	6. Selecting and using appropriate analytics methods
Innovation, Organizational Change and Entrepreneurship	7. Developing a business plan
	8. Understanding how to apply creative problem solving to technology-related issues
IS Strategy and Governance	9. Engaging in IS strategic planning
	10. Planning and implementing IS governance
Enterprise Architecture	11. Understanding enterprise architecture principles and the value it provides to business
	12. Communicating and deploying an EA
Business Continuity and Information Assurance	13. Implementing and managing quality audit processes
	14. Managing Information Systems risks
IS Management and Operations	15. Managing IS/IT projects and programs
IT Infrastructure	16. Monitoring emerging technologies to understand their potential to support the domain

Tabl. 2

List of Programme learning Outcomes

No	Professional Learning Outcomes	P
1.	to understand essential concepts, facts, principles, and theories of information system	P1
2.	to understand the diversity and state-of-the-art in area of information system	P2
3.	to be able to analyse, model, and evaluate organization's business processes from the perspective of information systems development	P3
4.	to be able to apply various methods of information systems analysis	P4
5.	to understand problems of users of information systems, to be able to identify, analyse and specify user requirements	P5
6.	to be able to manage information systems development projects and identify, analyse, evaluate, and solve the arising management problems	P6
7.	to be able to identify, analyse, and understand unorthodox problems of information systems development	P7
8.	to be able to apply various methods of information systems design	P8
9.	to be able to apply methods of knowledge, metadata analysis and information safety engineering	P9
10.	to be able to identify, find and evaluate information relevant to information systems by using data bases and other sources of information	P10
11.	to be able to apply various computerized tools for model driven information systems analysis and design	P11
12.	to be able to choose and apply various technologies of information systems' development	P12
13.	to be able to apply various tools for management of information systems projects	P13
14.	to be able to develop innovative decisions for IT business creation and support	P14
Personal and Social Learning Outcomes		
15.	to be able to think systematically when analysing different situations, solving problems and tasks	PS1
16.	to be able to apply the acquired knowledge creatively	PS2
17.	to be able to work individually with minimum guidance, manage one's work and time	PS3
18.	to be able to work efficiently in a group, manage the team, and act collectively	PS4
19.	to be able to understand the impact of information systems solutions on the society and environment and their economic aspects	PS5

Table 3

Correlation Matrix of Competences and Programme Learning Outcomes

Competencies/ Learning Outcomes	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	PS1	PS2	PS3	PS4	PS5
1. Managing plan-based, hybrid, and agile development approaches	x	X						x		x	x	x	x	x	x	x	x	x	x
2. Specifying and documenting systems requirements	x	x			x					x					x	x	x	x	x
3. Managing IS development projects					x			x		x	x	x	x		x	x	x	x	x
4. Selecting appropriate data management technologies based on the needs of the domain	x	x							x	x	x	x			x	x	x	x	x
5. Integrating and preparing data captured from various sources for analytical use	x	x							x	x	x	x			x	x	x	x	x
6. Selecting and using appropriate analytics methods	x	x	x				x		x	x	x				x	x	x	x	x
7. Developing a business plan	x	x					x			x	x			x	x	x	x	x	x
8. Understanding how to apply creative problem solving to technology-	x	x					x			x	x			x	x	x	x	x	x

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related issues																			
Competencies/ Learning Outcomes	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13	P14	PS1	PS2	PS3	PS4	PS5
9. Engaging in IS strategic planning	x	x	x			x				x	x			x	x	x	x	x	x
10. Planning and implementing IS governance	x	x				x				x	x		x	x	x	x	x	x	x
11. Understanding enterprise architecture principles and the value it provides to business	x		x	x						x					x	x	x	x	x
12. Communicating and deploying an EA	x		x							x	x				x	x	x	x	x
13. Implementing and managing quality audit processes	x		x	x			x		x	x					x	x	x	x	x
14. Managing Information Systems risks	x		x	x		x	x		x	x	x				x	x	x	x	x
15. Managing IS/IT projects and programs	x				x	x				x	x	x	x		x	x	x	x	x
16. Monitoring emerging technologies to understand their potential to support the domain	x			x			x			x					x	x	x	x	x

Table 4

Correlation Matrix of Programme Learning Outcomes and Courses

Programme Learning Outcomes	Courses							
	IS Development and Deployment	Data Bases and Data Warehouses	Enterprise Architecture Management	Management of IS Projects	Enterprise Architecture Management	IS Strategy	IS Infrastructure	Innovations and Entrepreneurship
1	2	3	4	5	6	7	8	9
to understand essential concepts, facts, principles, and theories of information system (P1)						x		
to understand the diversity and state-of-the-art in area of information system (P2)						x		
to be able to analyse, model and evaluate organization's business processes from the perspective of information systems development (P3)						x		
to be able to apply various methods of information systems analysis (P4)						x		

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1	2	3	4		6	7	8	9
to understand problems of users of information systems, to be able to identify, analyse and specify user requirements (P5)						x		
to be able to manage information systems development projects and identify, analyse, evaluate, and solve the arising management problems (P6)						x		
to be able to identify, analyse, and understand unorthodox problems of information systems development (P7)						x		
to be able to apply various methods of information systems design (P8)								
to be able to apply methods of knowledge, metadata analysis and information safety engineering (P9)						x		

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1	2	3	4	5	6	7	8	9
to be able to identify, find and evaluate information relevant to information systems by using data bases and other sources of information (P10)						x		
to be able to apply various computerized tools for model driven information systems analysis and design (P11)								
to be able to choose and apply various technologies of information systems' development (P12)						x		
to be able to apply various tools for management of information systems projects (P13)						x		
to be able to develop innovative decisions for IT business creation and support (P14)						x		

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1	2	3	4	5	6	7	8	9
to be able to think systematically when analysing different situations, solving problems and tasks (PS1)						x		
to be able to apply the acquired knowledge creatively (PS2)						x		
to be able to work individually with minimum guidance, manage one's work and time (PS3)						x		
to be able to work efficiently in a group, manage the team, and act collectively (PS4)						x		
to be able to understand the impact of information systems solutions on the society and environment and their economic aspects (PS5)						x		

Course Descriptors

Course title:	Information System Strategy
Course unit code	ISS
Course Program:	MPIS
University delivering the course:	University "Mediterranean"
Type of course unit	Core course
Level of course unit	Masters level
Number of ECTS credits allocated	5 ECTS Credits (150 hours of student work)
Teaching Methods	This course will include lectures, videos, in-class discussions, case studies, presentations, guest speakers, individual student research and short presentation, and a group project presentation. Use of the Moodle Learning platform to further support communication, by posting lecture notes, assignment instruction, timely announcements, and online submission of assignments.

Module Structure:

No	Type	Course	CP (h)	In class (h)	Independent study (h)
1	Course	Information System Strategy	150	40	110

Relevant Work:

Number and Type; Connection to Course	Part of final grade in %
Class participation Class participation is reflecting the importance of class discussion. The quality as well as quantity of the input is recognized; the most important comments are those that take the discussion to another level, which deepen the class's understanding of the complex management situation, or which show a particularly clear and appropriate application of one of the concepts or Issues being studied. Students will grade themselves on class participation.	20
Individual student research cases and class presentations (2) The "write-ups" should address the issues and concepts covered in the assigned readings. They should be limited to two typed pages in length.	20
"Living Case" project and group presentation Final research topic group presentations Open discussion regarding best practices to insure organizational success with IT.	40
Final written exam The Final exam will be composed of various essay questions. Questions will cover all course content.	20

Tabl.5

List of Course Learning Outcome (Information System Strategy (ISS))

Code of Learning Outcomes	Course Learning Outcomes
ISS 1	to understand IT Strategic Planning Process and measurable business benefits deriving from the application of IT/IS in business (key performance indicators- KPI)
ISS 2	to be able to determine what should be contained in IT Strategic plan and how industry standards (COBIT) can assist in determining the overall IT strategy and execution.
ISS 3	to understand network economy and innovation in strategic IS planning (moving towards digital organization, Cloud Computing and SaaS Systems)
ISS 4	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making
ISS 5	to understand Systems Development priority setting criteria and Quality and Productivity Process (CMU's Comparability Maturity Model CMMi, ITIL, and ISO)
ISS 6	to understand policies, processes, technologies needed for IT security in organization
ISS 7	to be able to make strategic decisions for applicable business/IT solutions through comprehensive analysis of an organisation business requirements and processes (selecting hardware, software, outsourcing - management of Package Software (Implementation, Enhancement, Conversions and training considerations) and cost/benefits of outsourcing
ISS 8	to understand how IT is audited to insure information assets are accurate and protected.
ISS 9	to be able to argue, justify and present their decision and plans
ISS 10	to understand organizational IT structure, responsibilities and skills needed for successful strategic decision making

Tabl.6

**Correlation matrix of Programme Learning Outcomes and Information System Strategy (ISS)
 Course Learning Outcomes**

Programme Learning Outcomes	Course Learning Outcomes	Code
1	2	3
to understand essential concepts, facts, principles, and theories of information system (P1)	to understand IT Strategic Planning Process and measurable business benefits deriving from the application of IT/IS in business (key performance indicators- KPI)	ISS1
	to be able to determine what should be contained in IT Strategic plan and how industry standards (COBIT) can assist in determining the overall IT strategy and execution.	ISS2
to understand the diversity and state-of-the-art in area of information system (P2)	to understand network economy and innovation in strategic IS planning (moving towards digital organization, Cloud Computing and SaaS Systems)	ISS3
	to understand Systems Development priority setting criteria and Quality and Productivity Process (CMU’s Comparability Maturity Model CMMi, ITIL, and ISO)	ISS 5
to be able to analyse, model, and evaluate organization's business processes from the perspective of information systems development (P3)	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS4
	to be able to make strategic decisions for applicable business/IT solutions through comprehensive analysis of an organisation business requirements and processes (selecting hardware, software, outsourcing - management of Package Software (Implementation, Enhancement, Conversions and	ISS7

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	training considerations) and cost/benefits of outsourcing	
to be able to apply various methods of information systems analysis (P4)	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS4
	to understand policies, processes, technologies needed for IT security in organization	ISS6
	to understand how IT is audited to insure information assets are accurate and protected	ISS8
to understand problems of users of information systems, to be able to identify, analyse and specify user requirements (P5)	to be able to make strategic decisions for applicable business/IT solutions through comprehensive analysis of an organisation business requirements and processes - selecting hardware, software, outsourcing - management of Package Software (Implementation, Enhancement, Conversions and training considerations) and cost/benefits of outsourcing	ISS7
to be able to manage information systems development projects and identify, analyse, evaluate, and solve the arising management problems (P6)	to be able to determine what should be contained in IT Strategic plan and how industry standards (COBIT) can assist in determining the overall IT strategy and execution.	ISS2
	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS 4
	to be able to make strategic decisions for applicable business/IT solutions through comprehensive analysis of an organisation business requirements and processes - selecting hardware, software, outsourcing - management of Package Software (Implementation, Enhancement, Conversions and training considerations) and cost/benefits of outsourcing	ISS7

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to be able to identify, analyse, and understand unorthodox problems of information systems development (P7)	to understand network economy and innovation in strategic IS planning (moving towards digital organization, Cloud Computing and SaaS Systems)	ISS3
	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS4
	to understand Systems Development priority setting criteria and Quality and Productivity Process (CMU’s Comparability Maturity Model CMMi, ITIL, and ISO)	ISS5
to be able to apply methods of knowledge, metadata analysis and information safety engineering (P9)	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS4
	to understand policies, processes, technologies needed for IT security in organization	ISS6
	to understand how IT is audited to insure information assets are accurate and protected.	ISS8
to be able to identify, find and evaluate information relevant to information systems by using data bases and other sources of information (P10)	to be able to determine what should be contained in IT Strategic plan and how industry standards (COBIT) can assist in determining the overall IT strategy and execution.	ISS1
	to understand network economy and innovation in strategic IS planning (moving towards digital organization, Cloud Computing and SaaS Systems)	ISS3
	to understand Systems Development priority setting criteria and Quality and Productivity Process (CMU’s Comparability Maturity Model CMMi, ITIL, and ISO)	ISS5

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	to understand how IT is audited to insure information assets are accurate and protected.	ISS8
	to understand policies, processes, technologies needed for IT security in organization	ISS6
to be able to choose and apply various technologies of information systems' development (P12)	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS4
	to be able to make strategic decisions for applicable business/IT solutions through comprehensive analysis of an organisation business requirements and processes - selecting hardware, software, outsourcing - management of Package Software (Implementation, Enhancement, Conversions and training considerations) and cost/benefits of outsourcing	ISS7
to be able to apply various tools for management of information systems projects (P13)	to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS4
to be able to develop innovative decisions for IT business creation and support (P14)	to understand IT Strategic Planning Process and measurable business benefits deriving from the application of IT/IS in business (key performance indicators- KPI)	ISS1
	to be able to determine what should be contained in IT Strategic plan and how industry standards (COBIT) can assist in determining the overall IT strategy and execution.	ISS2
	to understand network economy and innovation in strategic IS planning (moving towards digital organization, Cloud Computing and SaaS Systems)	ISS3

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to be able to think systematically when analysing different situations, solving problems and tasks (PS1)	to be able to argue, justify and present their decision and plans	ISS9
	to understand organizational IT structure, responsibilities and skills needed for successful strategic decision making	ISS10
to be able to apply the acquired knowledge creatively (PS2)	to be able to argue, justify and present their decision and plans	ISS9
	to understand organizational IT structure, responsibilities and skills needed for successful strategic decision making	ISS10
to be able to work individually with minimum guidance, manage one's work and time (PS3)	to be able to argue, justify and present their decision and plans	ISS9
	to understand organizational IT structure, responsibilities and skills needed for successful strategic decision making	ISS10
to be able to work efficiently in a group, manage the team, and act collectively (PS4)	to be able to argue, justify and present their decision and plans	ISS9
	to understand organizational IT structure, responsibilities and skills needed for successful strategic decision making	ISS10
to be able to understand the impact of information systems solutions on the society and environment and their economic aspects (PS5)	to be able to argue, justify and present their decision and plans	ISS9
	to understand organizational IT structure, responsibilities and skills needed for successful strategic decision making	ISS10

Tabl.7

Information Systems Strategy course Learning Outcomes

Themes	Theoretical component	Practical component	Learning Objectives	Learning Outcomes	
				Professional	Personal & Social
TOPIC 1					
1	2	3	4	5	6
The Challenges of Managing Information Systems and Technology	Introduction to Corporate Information Strategy and Management IT and Business advantages Business models (Analysing Strategy, Capabilities, Value , Stakeholders, evolving bussiness models) Read: Introduction and Chapter 1 of book In Class video: "Innovative Technology " What are the issues and service levels?	In-Class assignment: Determine the IT and business related challenges emerging Assignment (1): Topic: Information Technology Planning Process. Interview an organization for the purpose of documenting their IT planning process - who what, where, why, when, how?	Understand how IT can add value to IS and management; Determine components of IT management; Identify stakeholders responsible to create IT success;	ISS1	ISS10

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TOPIC 2					
1	2	3	4	5	6
Strategic Information Systems Plan: IT Strategy and Organization Strategy	<p>IT impact on Business models performance</p> <p>IT Impact on Organizations -Characteristics of the Hierarchy, Entrepreneurial, and Networked Organization</p> <p>Business Model Drivers and Performance Metrics</p> <p>The management of risks</p> <p>Read chapters 2,3 and 4</p> <p>Video: Theme “How successful IT plans are created and managed using real examples”</p>	<p>Case studies presentation</p> <p>Discussion on case studies</p> <p>Individual Research "Managing Information Systems Priorities - The need for IT Governance”</p>	<p>Understand how IT should be planned in organizations which the use of IT varies in value and needs.</p> <p>Learn how to determine if the organization uses IT strategically or in support only.</p> <p>Determine what is to be contained in an IT Strategic Plan. Learn how the industry standard COBIT can assist in determining the overall IT strategy and execution.</p> <p>Understanding network economy and opportunities in Strategic IS Planning: SCM, CRM, Web 3, Cloud Computing, Business Analytics</p>	ISS2, ISS3	ISS10

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TOPIC 3					
1	2	3	4	5	6
Governance of the IT Function	<p>Subtopic 3.1. The Scope and Practice of IT Governance Designing IT Governance: Critical Success, Factors and Good Practices Chief Information Officer (CIO) and The Information Services Resource</p> <p>Subtopic 3.2. Leadership of the IT Function</p> <p>Read chapters: 9, 10</p>	<p>Industry Guest Speaker: lecture explore the various ways to create and maintain success for successful IT development and management.</p> <p>Class Discussion</p> <p>Presentation of Live cases</p> <p>Final group project to be assigned "Evaluation of IT Strategic Plans and Initiatives and Organization Business Continuity Awareness and Plans"</p>	<p>Understand the support area skills of the IT department, staff retention and overall management requirements, and how the IT organization structure is designed based on the type of industry, business use of IT, and strategy deployed.</p> <p>Understand leadership Approaches to the Role of IT</p> <p>Understand the role key skills, traits, levels of experience enabling the CIO to be successful.</p> <p>Understand critical assessment of sourcing IT support and technology and related decision making and outsourcing management.</p>	ISS2, ISS3	ISS10

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TOPIC 4					
1	2	3	4	5	6
<p>Topic 4. Organization Issues in Information Systems Development Life Cycle</p>	<p>The main sub-topic 4.1. Systems Development priority setting criteria; 4.2. Quality and Productivity Process, such as CMU’s Comparability Maturity Model CMMi, ITIL, and ISO.</p>	<p>Individual student research of the methodologies before class (web sites below can be a starting point) and presentation Access: www.sei.cmu.edu/cmmi http://www.iso.org/iso/en/ISOOnline.frontpage Class discussion : How can organizations make a choice - quality or speed of delivery or can both be obtained?</p>	<p>Understand Systems Development priority setting criteria; Quality and Productivity Process, such as CMU’s Comparability Maturity Model CMMi, ITIL, and ISO. Learn how higher level of quality is achieved by the use of best practices. Understand how best practices can be implemented into the IT or ganization successfully.</p>	<p>ISS5</p>	<p>ISS9, ISS10</p>

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TOPIC 5					
1	2	3	4	5	6
Decision making for the Information Systems (IS) and Information Technologies (IT) Security	<p>The main sub-topics:</p> <p>5.1. Assuring Reliable and Secure IT Services</p> <p>5.2. Securing Infrastructure against Malicious Threats</p> <p>5.3. Risk Management of Availability and Security</p> <p>5.4. Incident Management and Disaster Recovery</p> <p>Read: Chapter 6</p>	<p>Guest Speaker from industry : An expert with IT security speak regarding policies, Vulnerabilities, technologies, and processes to insure organizations are properly protected.</p> <p>Class discussion</p> <p>Individual research and presentation - Critical need of a detailed, formal business recovery plan (case study delineating a real business recovery, which occurred a short time ago)</p>	<p>Understand why organizations are at high risk and exposure due to the continued expansion of technology for employees and customers.</p> <p>Learn management functions to accommodate dependency on technology increasing at most organizations due to the integration of technology with nearly all aspects of personal and on the job life.</p> <p>Understand why IT dependency creates the need to manage in an environment which provides for failover to technology in the event of an unusual situation.</p> <p>Understand Security Management Framework</p>	ISS6	ISS9, ISS10

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TOPIC 6					
1	2	3	4	5	6
<p>Managing IT Service Delivery</p>	<p>The main subtopics: 6.1. New Service models (On Demand, Software as a Service, Cloud Services and Grid Computing Models) 6.2. Strategic Decision Making in the areas of IS and IT - Information Technology Acquisition, Vendor Relationships and Contract Negotiation 6.2. Information Asset Controls, Data Management, and IT Outsourcing Raed: Chapter 7</p>	<p>Guest Speaker: Audit Manager from company will discuss the reasons IT departments and procedures are audited at least every two years. Case studies Discussion: How to negotiate a contract, which will be organizations advantage. Assignment (2): Analyse vendor contracts, simulate real business activities.</p>	<p>Understand IT procurement and economic advantage to the organization with some best practices for purchasing, to manage relationships, and to reach mutually acceptable agreements. Understand the need for service level agreements (SLA's) and develop best practices stipulations. Understand how IT is audited to insure information assets are accurate and are protected.</p>	<p>ISS3, ISS7, ISS8</p>	<p>ISS9, ISS10</p>

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TOPIC 7					
1	2	3	4	5	6
Project Management A Portfolio Approach to Managing IT Projects	Main subtopics: 7.1 Managing IT Project Execution and delivery 7.2. Process Consistency and Agility in Project Management 7.3. Managing Sources of Implementation Risk Read: Chapter 8	Case studies Discussion: Project management and leadership such as: Project management Institute’s (PMI), Project planning techniques (GANTT, PERT) Structured Walk through, and Management of Package Software (Implementation, Enhancement, Conversions and training considerations).	Learn best practices for project management and IT leadership.	ISS4, ISS7	ISS9, ISS10

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TOPIC 8					
1	2	3	4	5	6
Evaluation of IS Strategic Plans and Business Continuity Preparedness Plans		<p>Group Presentations Final research topic presentations</p> <p>Open discussion regarding best practices to insure organizational success with IT.</p>	To evaluate Critical Success, Factors and Good Practices for Designing IT Governance:	ISS2, ISS3, ISS4, ISS7	IIS9, ISS10

Tabl.8

Characteristics of Learning Outcomes for Information Systems Strategy

Course Learning Outcomes	Code of Learning Outcomes	Knowledge	Skills	Transferable Skills
to understand IT Strategic Planning Process and measurable business benefits deriving from the application of IT/IS in business (key performance indicators- KPI)	ISS 1	x		x
to be able to determine what should be contained in IT Strategic plan and how industry standards (COBIT) can assist in determining the overall IT strategy and execution.	ISS 2	x	x	x
to understand network economy and innovation in strategic IS planning (moving towards digital organization, Cloud Computing and SaaS Systems)	ISS 3	x		x
to be able to apply Project Management techniques and business analytic software in the process of strategic decision making	ISS 4	x	x	x
to understand Systems Development priority setting criteria and Quality and Productivity Process (CMU’s Comparability Maturity Model CMMi, ITIL, and ISO)	ISS 5	x		x
to understand policies, processes, technologies needed for IT security in organization	ISS 6	x	x	x

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to be able to make strategic decisions for applicable business/IT solutions through comprehensive analysis of an organisation business requirements and processes - selecting hardware, software, outsourcing - management of Package Software (Implementation, Enhancement, Conversions and training considerations) and cost/benefits of outsourcing	ISS 7	x	x	x
to understand how IT is audited to insure information assets are accurate and protected.	ISS 8	x	x	
to be able to argue, justify and present their decision and plans	ISS 9		x	x
to understand organizational IT structure, responsibilities and skills needed for successful strategic decision making	ISS 10		x	x

Recommended or required reading

Main:

Corporate Information Strategy and Management Text and Cases

8th Edition, Linda M. Applegate, Robert D. Austin, and F. Warren McFarlan, ISBN-13: 978-0073402932

Various course materials are contained in the course Moodle Lecture Notes, Handouts, and Assignment sections.

Note:

Final List of recommended required literature will be provided after consultations with the EU partners

Recommended reading:

- **Ward J.& Peppard J. Strategic Planning for Information Systems , Wiley Series in Information Systems, latest edition Cassidy A. A Practical Guide to Information Systems**
- **Strategic Planning. Auerbach Publications; 2nd ed.**
- **Glen P. et al, Leading Geeks: How to Manage and Lead the People Who Deliver Technology, Jossey-Bass; 1st edition.**
- **Earl, M. J. (1993). Experiences in Strategic Information System Planning. MIS Quarterly, 1-24.**
- **The value and impact of information / edited by M. Feeney and M. Grieves. - London: Bowker Saur, ISBN 1 85739 084 9. 1994. -**
- **The value of information to the intelligent organization. - Hatfield : University of Hertfordshire Press, 1994. - ISBN 0 900458 54 2.**
- **Porter, M. E. (1985). Competitive Advantage: Creating and Sustaining Superior Performance. New York, N.Y.: Collier Macmillan.**
- **Senge, P. (1994). The Fifth Discipline: The Art and Practice of the Learning Organisation. New York: Currency Doubleday**

Planned learning activities and teaching methods

- Classes will be integrated with students' direct involvement in teaching activities.
- Instructor will be responsible to find a "Living Case" and students will be subdivided into groups and they will be asked to develop IS strategy for the selected organization (business, non-for profit, governmental)
- Students will be responsible for individual research, presentation and assignments during the course lectures

Assessment methods, criteria and regime

Class participation 20%

Individual student research cases and class presentations (2) 20%

Team Project 40% (Deliverables: planning (20%), project recommendations (50%), project management (15%) and its presentation (15%)). The group responsible for the project will get the total grade by the instructor and by the mentor from the company involved with the case and students will receive the

average grade. After that, students are responsible to distribute it among the group members internally (It is not assumed that all group members will receive the same grade).

Final written exam 20%