

IB370-12 Managing Strategy in the Digital Era

20/21

Department

Warwick Business School

Level

Undergraduate Level 3

Module leader

Jochem Hummel

Credit value

12

Module duration

10 weeks

Assessment

30% coursework, 70% exam

Study location

University of Warwick main campus, Coventry

Description

Introductory description

N/A.

[Module web page](#)

Module aims

Due to digitalization of the economy the role of information technology and information systems in business organisations is changing rapidly. Students will learn to think strategically about information systems and how to avoid the worst pitfalls of organisational information technology and systems. This entails 1) understanding what does strategy and competitive advantage mean, 2) learning to identify the competitive potential of information technologies in different contexts, and 3) recognising key management issues to be addressed in organisational information technology and systems with respect to business strategy. The module explores these three dimensions with respect to several key information technology and systems management topics.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

The module takes place as one three-hour session per week. The sessions typically consist of a lecture, group work and a plenary in discussing a case study on the weekly topic. The module covers key IS/IT management topic from a strategic perspective such as:

- Strategy and competitive advantage
- Knowledge and information asset management
- Sourcing and cloud computing
- Information security and privacy
- Digital platforms and ecosystems
- The execution of IT projects
- Current hot topics (e.g. sharing economy, business analytics and future technologies)

Learning outcomes

By the end of the module, students should be able to:

- An understanding of the role of information and information systems in business organisations.
- An increased understanding of the role that IT can play in business by applying concepts and frameworks from the course in the context of real business scenarios.
- An insight into the strategic management issues associated with the planning, development and implementation of IT/IS in organisations.
- Analyse various real-life technologies using theories of strategy.

Indicative reading list

Core textbook

Peppard, J. & Ward, J. 2016. *The Strategic Management of Information Systems: Building a Digital Strategy* (4th Edition). Chichester, UK: John Wiley & Sons Ltd. – for 2018-2019 we use the 2002 book.

Articles and other readings

Baldwin, Carliss Y., and Kim B. Clark. 1997. Managing in an Age of Modularity. *Harvard Business Review* 75(5): 84–93.

Barney, Jay. 1991. Firm Resources and Sustained Competitive Advantage. *Journal of Management* 17(1): 99–120.

Bharadwaj, Anandhi, Omar A. El Sawy, Paul A. Pavlou, and N. Venkatraman. 2013. Digital Business Strategy: Toward a next Generation of Insights. *MIS Quarterly* 37(2): 471–482.

Brown, John Seely, and Paul Duguid. 2000. Balancing Act: How to Capture Knowledge without Killing It. *Harvard Business Review* 78(3): 73–80.

Carr, Nicholas G. 2003. IT Doesn't Matter. *Harvard Business Review*, May 2003.

Ciborra, Claudio U., and Rafael Andreu. 2001. Sharing Knowledge across Boundaries. *Journal of Information Technology* 16(2): 73–81.

Constantinides, P., Henfridsson, O., & Parker, G. G. 2018. Introduction—Platforms and Infrastructures in the Digital Age. *Information Systems Research*, isre.2018.0794.

- Feeny, David P., and Leslie P. Willcocks. 1998. Core IS Capabilities for Exploiting Information Technology. *Sloan Management Review* 39. Available here
- Ghazawneh, A., & Henfridsson, O. 2013. Balancing platform control and external contribution in third-party development: the boundary resources model. *Information Systems Journal*, 23(2): 173–192.
- Hansen, Morten T., Nitin Nohria, and Thomas Tierney. 1999. What's Your Strategy for Managing Knowledge? *Harvard Business Review* 77(2): 106–116.
- Long, Johnny. 2005. Google Hacking for Penetration Testers. Available from: http://www.blackhat.com/presentations/bh-europe05/BH_EU_05-Long.pdf
- Long, Johnny. The Google Hacker's Guide Understanding and Defending against the Google Hacker. Available from: <http://pdf.textfiles.com/security/googlehackers.pdf>
- Oh, Onook, Rajarshi Chakraborty, and H. R. Rao. 2009. "An Exploration of Unintended Online Private Information Disclosure in Educational Institutions across Four Countries," 1–11. Tacoma, WA: IEEE, 2009. Available from: [http://ieeexplore.ieee.org/xpl/articleDetails.jsp?arnumber=5342606\(Search "IEEE Xplore digital library" through University of Warwick Library\)](http://ieeexplore.ieee.org/xpl/articleDetails.jsp?arnumber=5342606(Search%20\).
- Porter, Michael M. 2001. Strategy and the Internet. *Harvard Business Review*, 2001, 60–78.
- Tiwana, Amrit, Benn Konsynski, and Ashley A. Bush. 2010. Platform Evolution: Coevolution of Platform Architecture, Governance, and Environmental Dynamics. *Information Systems Research* 21(4): 675–687.
- Willcocks, Leslie. 1992. IT Evaluation: Managing the Catch 22. *European Management Journal* 10(2): 220–229.
- Willcocks, Leslie, and H. Margetts. 1993. Risk Assessment and Information Systems. Available from: <http://sdaw.info/asp/aspecis/19930042.pdf>
- Yoo, Y., Henfridsson, O., & Lyytinen, K. 2010. Research Commentary—The New Organizing Logic of Digital Innovation: An Agenda for Information Systems Research. *Information Systems Research*, 21(4): 724–735.
- Zittrain, J. 2006. The Generative Internet. *Harvard Law Review*, 119: 1974–2040.
- Zuboff, S. 2015. Big other: surveillance capitalism and the prospects of an information civilization. *Journal of Information Technology*, 30(1): 75–89.

Subject specific skills

Explore the details of a specific technologies online.

Transferable skills

Present an analysis of the impact of a particular technology on competitive advantage.
Analytical writing.

Study

Study time

Type	Required
Lectures	10 sessions of 2 hours (17%)
Seminars	9 sessions of 1 hour (8%)
Private study	37 hours (31%)
Assessment	54 hours (45%)
Total	120 hours

Private study description

Private Study.

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group D2

	Weighting	Study time
Group Report (12 CATS)	30%	16 hours
Online Examination	70%	38 hours
Exam		

- Online examination: No Answerbook required

Feedback on assessment

Feedback via My.WBS.

[Past exam papers for IB370](#)

Availability

Courses

This module is Core for:

- Year 3 of UIBA-N211 Undergraduate Information Systems Management and Innovation
- Year 4 of UIBA-N214 Undergraduate Information Systems Management and Innovation (with Intercalated Year)

This module is Optional for:

- Year 3 of UESA-HN11 BSc Engineering and Business Studies
- UIBA-MN34 Law and Business Four Year (Qualifying Degree)
 - Year 3 of MN34 Law and Business Studies Four Year (Qualifying Degree)
 - Year 4 of MN34 Law and Business Studies Four Year (Qualifying Degree)
- Year 4 of UIBA-N140 Undergraduate International Business
- Year 4 of UIBA-N1R1 Undergraduate International Business with French
- Year 4 of UIBA-N1R2 Undergraduate International Business with German
- Year 4 of UIBA-N1R3 Undergraduate International Business with Italian
- Year 4 of UIBA-N1R4 Undergraduate International Business with Spanish
- Year 3 of UIBA-MN31 Undergraduate Law and Business Studies
- UIBA-MN32 Undergraduate Law and Business Studies
 - Year 3 of MN32 Law and Business Studies (Four-Year)
 - Year 4 of MN32 Law and Business Studies (Four-Year)
- UIBA-MN37 Undergraduate Law and Business Studies (Qualifying Degree) with Intercalated Year
 - Year 4 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
 - Year 5 of MN37 Law and Business Studies (Qualifying Degree) with Intercalated Year
- UIBA-MN35 Undergraduate Law and Business Studies with Intercalated Year (3+1)
 - Year 3 of MN35 Law and Business Studies with Intercalated Year (3+1)
 - Year 4 of MN35 Law and Business Studies with Intercalated Year (3+1)
- UIBA-MN36 Undergraduate Law and Business Studies with Intercalated Year (4+1)
 - Year 4 of MN36 Law and Business Studies with Intercalated Year (4+1)
 - Year 5 of MN36 Law and Business Studies with Intercalated Year (4+1)
- Year 3 of UMAA-G1NC Undergraduate Mathematics and Business Studies
- Year 4 of UMAA-G1N2 Undergraduate Mathematics and Business Studies (with Intercalated Year)
- Year 3 of UPXA-F3N1 Undergraduate Physics and Business Studies

This module is Option list A for:

- UIBA-N203 BSc in International Management
 - Year 4 of N203 International Management
 - Year 4 of N203 International Management
- Year 3 of UIBA-N201 BSc in Management
- Year 4 of UIBA-N202 BSc in Management (with Intercalated Year/UPP)
- Year 4 of UPXA-F3ND Undergraduate Physics and Business Studies (with Intercalated Year)

This module is Option list B for:

- UIBA-N201 BSc in Management
 - Year 3 of N230 Management with Finance

- Year 3 of N250 Management with Marketing
- UIBA-N202 BSc in Management (with Intercalated Year/UPP)
 - Year 4 of N231 Management with Finance (with Intercalated Year)
 - Year 4 of N251 Management with Marketing (with Intercalated Year)
- Year 3 of UIBA-NN35 Undergraduate Accounting and Finance
- UIBA-NN36 Undergraduate Accounting and Finance (with Intercalated Year/Undergraduate Partnership Programme)
 - Year 4 of NN36 Accounting and Finance (Intercalated)
 - Year 4 of NN37 Accounting and Finance (Undergraduate Partnership Programme)
- Year 4 of USTA-Y603 Undergraduate Mathematics,Operational Research,Statistics,Economics (with Intercalated Year)