This course supports the assessments for ITP1. The course covers 4 competencies and represents 3 competency units.

**Introduction**

**Overview**
Every business is finding it more and more important to use technology to enable new ventures as well as to help sustain existing business processes while reducing the expense-to-profit ratio. As a leader of technology, you want to be prepared with a solid understanding of business and IT strategy development. You also want to be able to use your technology knowledge to sustain and enhance your business, which is just what you are going to learn in this course.

**Competencies**
This course provides guidance to help you demonstrate the following 4 competencies:

- **Competency 409.1.3: Management Issues**
  The student understands concepts related to management issues of decision support systems.
- **Competency 409.2.2: Business Strategy and IT Strategy**
  The student understands business strategy as it relates to information technology (IT) strategy.
- **Competency 409.3.2: Project Management Operations**
  The student understands concepts of project management operations.
- **Competency 409.3.3: Project Tracking**
  The student understands charts and diagrams used for project tracking.

**Activities at a Glance Outline**
This course includes an outline to help you briefly visualize the elements of this course:

- "Cases in Information Technology Management Activities at a Glance"

**Course Instructor Assistance**
As you prepare to successfully demonstrate competency in this subject, remember that course instructors stand ready to help you reach your educational goals. As subject matter experts, mentors enjoy and take pride in helping students become reflective learners, problem solvers, and critical thinkers. Course instructors are excited to hear from you and eager to work with you.

Successful students report that working with a course instructor is the key to their success. Course instructors are able to share tips on approaches, tools, and skills that can help you apply the content you're studying. They also provide guidance in assessment preparation strategies and troubleshoot areas of deficiency. Even if things don't work out on your first try, course instructors act as a support system to guide you through the revision process. You should expect to work with course instructors for the duration of your coursework, and you are encouraged to contact them as soon as you begin. Course instructors are fully committed to your success!
Preparation for Success

The information in this section is provided to detail the resources available for you to use as you complete this course.

**Learning Resources**

The learning resources listed in this section are required to complete the activities in this course. For many resources, WGU has provided automatic access through the course. However, you may need to manually enroll in or independently acquire other resources. Read the full instructions provided to ensure that you have access to all of your resources in a timely manner.

**Automatically Enrolled Resources**

You can access the learning resources listed in this section by clicking on the links provided throughout the course. You may be prompted to log in to the WGU student portal to access the resources.

**VitalSource E-Texts**

The following textbooks are available to you as e-texts within this course of study. You will be directly linked to the specific readings required within the activities that follow.


*Note:* These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.

**SkillSoft and Books 24x7**

You will access SkillSoft items at the activity level within this course of study. For more information on accessing SkillSoft items, please see the "Accessing SkillSoft Learning Resources" page.

The following Books 24x7 e-texts will be used in this course of study:


*Note:* These e-texts are available to you as part of your program tuition and fees, but you may purchase hard copies at your own expense through a retailer of your choice. If you choose to do so, please use the ISBN listed to ensure that you receive the correct edition.
Exploring the Similarities, Relationships, and Differences Between IT Strategy and Business Strategy, Part I

The activities for the next two sections will help you prepare for Case 2 in the performance assessment. You will be learning about how to craft an IT strategy, how to tie it to a business strategy, how to communicate it, and how a new strategy affects the overall IT infrastructure. As you read through the material, consider what long- and short-term goals your place of employment has and what strategies your executive management has employed to meet the goals. How is IT supporting these goals?

Developing and following a business and IT strategy is critical to the success of most businesses today. There are many methods of developing strategies, as you will see from the textbook and online sites. The important concept to remember is that however a business and IT strategy are created, the two must be linked to ensure the company's information systems are tied to a business's long- and short-term goals.

Comparing IT Strategy and Business Strategy
This topic addresses the following competencies:

- Competency 409.1.3: Management Issues
  The student understands concepts related to management issues of decision support systems.
- Competency 409.2.2: Business Strategy and IT Strategy
  The student understands business strategy as it relates to information technology (IT) strategy.

This topic highlights the following key concepts:

- Discuss the overlap and integration of an organization's business strategy and IT strategy.
- Identify key areas that must be revised in an effective plan.
- Describe strategies for communicating plans to team members.
- Explain how information about plans that is disseminated to information technology staff may differ from information that is relayed to execution staff.
- Develop a framework for creating an IT strategy that directly supports the strategy of a business in a given situation.
- Describe how information technology can help other business units develop their strategy and complement the requirements of other departments.

Building an IT Strategy

Read the following in Information Technology for Management:

- chapter 12 ("IT Strategic Planning")

Answer the questions for review at the end of the chapter. Also, after reading the chapter,
complete the following:

- Explain how IT can contribute to strategic objectives and competitive advantage.
- List and rate potential impacts of IT, using several frameworks.
- Explain the value and challenges of aligning business and IT strategies.
- Describe the importance of IT planning and the methodologies to facilitate it.
- Discuss factors to be considered to optimize the allocation of an organization’s IT resources.
- Identify and describe how to build strong relationships between the information systems department and business units.

**Steps to Building an IT Strategy**

Access the "Ward and Peppard's Strategic Planning Framework" online file. Pay close attention to the following questions and concepts as you read this article:

- What are the inputs for the strategic plan process?
- Name all four outputs from the process. Why is each important?
- What is the approach Ward and Peppard suggest?

**Importance of Communication**

The CIO website is a great resource for serious students of IT executive management. There are a number of good articles on the role of management in developing strategies. To find an article, enter "strategy" in the search box. Choose and read some articles about how businesses develop their IT strategy.

Pay close attention to the following concepts as you read these articles:

- What is common in all articles about the role of management?
- Why is it important to gain senior management consensus?

**Exploring the Similarities, Relationships, and Differences Between IT Strategy and Business Strategy, Part II**

The activities for this section will help you prepare for Case 2 of the performance assessment. You will be applying your knowledge of how businesses develop their strategy and how IT drives its strategy from the business. You will be relating this knowledge to a real-life business case study of Frito-Lay.

You will note in the casebook that Frito-Lay developed its business strategy while driven by its new leader. A good IT executive will work diligently to ensure that his or her company uses the IT resources to support these new goals.

Developing and following a business and IT strategy is critical to the success of most businesses today. There are many methods of developing strategies, as you will see from your various textbooks and websites. The important concept to remember is that however a business and an IT strategy are created, the two must be linked to ensure the company's information
systems are tied to a business's long- and short-term goals.

**Comparing IT Strategy and Business Strategy**

This topic addresses the following competencies:

- **Competency 409.1.3: Management Issues**
  The student understands concepts related to management issues of decision support systems.

- **Competency 409.2.2: Business Strategy and IT Strategy**
  The student understands business strategy as it relates to information technology (IT) strategy.

This topic highlights the following key concepts:

- Discuss the overlap and integration of an organization's business strategy and IT strategy.
- Identify key areas that must be revised in an effective plan.
- Describe strategies for communicating plans to team members.
- Explain how plan information that is disseminated to information technology staff may differ from information that is relayed to execution staff.
- Develop a framework for creating an IT strategy that directly supports the strategy of a business in a given situation.
- Describe how information technology can help other business units develop their strategy and complement the requirements of other departments.

**Communication Methods**

Access the following chapter from *The Executive's Guide to Information Technology* in SkillSoft:

- chapter 14 (“Business Communications”)

After reading this chapter, answer the following questions:

- How would an executive gain buy-in to the IT strategy plan? Would he or she design it totally within the IT department or with his or her peers (the other department's executives)?
- How would the IT executive ensure that the plan stays on track?
- What role does the IT steering committee play?
- How would the IT executive explain the plan to the team? Would she or he send out an e-mail? Or publish the plan and send out copies? Hold a meeting? Engage the team in pulling together the plan in the first place?

**Connecting Terms (1)**

Now that you have read the chapter on IT strategy in the textbook and the above chapter, explain how you would suggest a CIO/IT executive communicate a strategy to the following people:
- Business executives (CEO, CFO, Head of Marketing, etc.)
- Business users
- IT team

Post your suggestions to the message board and record your suggestions in your study notebook or journal. Check what other students have posted for this activity on the message board and respond to those posts.

Read the Case Study

Read the following case study in your casebook, *Cases in Advanced Leadership and Professionalism*:

- **Frito-Lay, Inc., A Strategic Transition**

After reading the case study, you should be able to answer the following questions:

- What was the overall new business strategy?
- What systems were put in place to address the strategy?
- Who used these various systems and how were they used?
- How did IT change the infrastructure to implement the new systems?
- How did the DSS drive the IT strategy?

Connecting Terms (2)

As you read through the case study, try to list the various points of business strategy in one column. List the IT activities in another column. Then try to tie the business strategies to the IT activities. Do they match? What about IT activities that have no match? Make notes in your study notebook or journal about what you have discovered and any questions you run into. Post those questions to the message board.

Case 2 Review

In this section, you will review the case study in preparation for the first performance task.

**Background Information**

Studies show that one of the top issues facing CIOs today is IT and business alignment.

Why is aligning IT strategy with business strategy important? You will improve your effectiveness as an IT executive once you have the tools and the expertise necessary to develop an integrated IT strategy plan.

Draft ITP1 Case 2

Now that you have completed your study of business strategy and IT strategy, it is time to see if you can apply your knowledge as you compose your response for the Case 2 performance task.

Return to the following case study in your casebook, *Cases in Advanced Leadership and Professionalism*:
• **Frito-Lay, Inc., A Strategic Transition**

Carefully review the case study, along with your notes and answers from the previous questions in this course of study. Draft your essay for the task. Be sure to do the following in your essay:

- Identify and describe all related elements of the IT and corporate strategic plans.
- Identify and discuss all related elements of the IT and functional area strategic plans.
- Identify eight or more strategic plan components (goals, strategies, projects) that must be reviewed.
- Justify each of the selected components completely.
- Describe, in detail, strategies for communicating plans to executives, senior management, and teams.
- Evaluate, in detail, strategies for communicating plans to executives, senior management, and teams.
- Provide a detailed discussion of the differences in information needs between IT staff and executive staff. Also identify both common information items and items specific to each group.
- Propose an IT strategic framework (methodology) that addresses issues of improving the relationships between the business and IT functional areas, working toward mutual participation in strategy development, maintaining executive support, and prioritizing projects.
- Identify and discuss four recommendations for IT assistance to businesses.

**Complete: Case 2 Performance Task**

Complete the following task in TaskStream:

- IPT1 information Technology Management: Case 2

For details about this performance assessment, see the "Assessment" tab in this course.

**Project Management Operations and Tracking, Part I**

The activities for this section will help you prepare for Case 3 of the performance assessment. You will be learning about basic project management skills and tools. This project management is based on the critical path method. As a project manager, this skill of tracking and monitoring projects is essential and will make you a much more effective manager no matter what task you are called upon to handle.

Any project, whether an IT or non-IT project, is an investment by the company in terms of people's times and resources. It is important that the right projects (with good payback to the company and alignment with the business goals) are chosen, the right people are assigned, good end dates are determined, a consensus is found for what the deliverables will be for the project, and that the project is managed well from the start through the implementation.

**Project Management and Operations**

This topic addresses the following competencies:
● Competency 409.1.3: Management Issues
  The student understands concepts related to management issues of decision support systems.

● Competency 409.3.2: Project Management Operations
  The student understands concepts of project management operations.

● Competency 409.3.3: Project Tracking
  The student understands charts and diagrams used for project tracking.

This topic highlights the following key concepts:

● Describe techniques used to put projects that are off-track back on their documented schedule.
● Explain the use of critical paths and how they are viewed in charts and displayed for project tracking purposes.
● Identify ways to link multiple projects with interdependencies or interrelationships to identify other project milestones that may interrupt another project.

Building Project Plan

Read the following in Information Technology Project Management:

  • chapter 7 ("The Project Schedule and Budget")

Complete activity 1 in the "Extend your Knowledge" section at the end of the chapter. After reading the chapter, you should be able to answer the following questions:

  • What is a Gantt chart?
  • What is a project network diagram?
  • How would you identify a project's critical path?
  • What is a PERT diagram?
  • What are precedence and contingent tasks?
  • What should be considered in determining a project's budget?

Connecting Terms (1)

Look at the following article in Information Technology Project Management:

  • "Crunch Time" (p. 159) in chapter 7 ("The Project Schedule and Budget")

What methods does your place of business use to make up time when a project is running behind? Add your list to the Business Information Technology Message Board in this topic.

Tracking a Project Plan and Communicating Status

Read the following in Information Technology Project Management:

  • chapter 9 ("Project Communication, Tracking and Reporting")

Complete activity 2 in the "Extend Your Knowledge" section at the end of the chapter. After
Reading the chapter, you should be able to answer the following questions:

- How will project information be stored?
- How will the project sponsor be kept up-to-date with the project status?
- Who will be sent project update reports?
- What would a project manager do with performance reports?

**Connecting Terms (2)**

Look at the following article in *Information Technology Project Management*:

- "FYI (For Your Information)" (p. 215) in chapter 9 ("Project Communication, Tracking and Reporting")

Compare the suggestions with your current methods of communicating status to your project sponsors. Do these suggestions offer some new insights? How would you change a presentation built for the team members to one that will be used to communicate to your senior supervisor?

**Accessing the Project Management Website**

The *Projects at Work* website on project management has several good articles and charts to help in your understanding of the project management process and tools. After reading some articles, you should be able to answer the following questions:

- What is meant by optimizing the critical path?
- Is a resource bottleneck only about people?

**Project Management Operations and Tracking, Part II**

The activities for this section will help you prepare for Case 3 of the IPT1 performance assessment. You will be reading information on basic project management skills and tools. This project management is based on the critical path method.

Project management is usually a process initiated by the IT department. However, success or failure of a project depends a lot on who is or is not actively participating in the project. Project management must become a methodology used by the whole company.

**Project Management and Operations**

This topic addresses the following competencies:

- **Competency 409.1.3: Management Issues**
  The student understands concepts related to management issues of decision support systems.

- **Competency 409.3.2: Project Management Operations**
  The student understands concepts of project management operations.

- **Competency 409.3.3: Project Tracking**
  The student understands charts and diagrams used for project tracking.
This topic highlights the following key concepts:

- Describe techniques used to put projects that are off-track back on their documented schedule.
- Explain the use of critical paths and how they are viewed in charts and displayed for project tracking purposes.
- Identify ways to link multiple projects with interdependencies or interrelationships to identify other project milestones that may interrupt another project.

**Review Other Project Management Books**

In order to successfully complete this part of the assessment, you will need to be very familiar with the Gadget Toy Company case study. You will also need to understand and use project tools, most specifically the critical path method. Your textbook explains the tools in great detail.

If you are still unsure, try looking at a different project management book.

Access the [SkillSoft Home Page](#) and type in "project management" in the "Search For" box, then "books" in the "Category" box, then search.

There are many good books to choose from. If you find one that is particularly useful, please share this with your peers by writing about it in the Business Information Technology Message Board.

**Read the Case Study**

Read the following case study in *Cases in Advanced Leadership and Professionalism*:

- [Gadget Toy Company](#)

After reading the case, you should be able to answer the following questions:

- What tasks need to be done?
- Which task must wait to be started until another task is completed?
- What are the resources for the project?
- What are the desired deliverable dates?

**Case 3 Review**

This section will prepare you for the assessment.

**Background Information**

Now that you have completed your study of project management and operations, it is time to see if you can apply your knowledge by composing your essay for the Case 3 performance task.

**Draft ITP1 Case 3**

Read the instructions carefully for the Case 3 performance task. The activities in this topic will instruct you to read the Gadget Toy Company case study. You should also retrieve and print out the rubric for this task. You will be asked to write an essay (2-3 pages) addressing six issues
about the Gadget Toy Company case and project management, and you will draft your responses to the questions. Be sure to include a graphical depiction of the critical path. Use subtitles and italics or underlining to ensure that the grader can easily find your answers to each question. Do not rely on the case study or your book for exact answers. Use your textbook and other resources if necessary; however, you must ensure you follow the APA guidelines for citing resources and formatting your answer.

Review the following case study in *Cases in Advanced Leadership and Professionalism*:

- [Gadget Toy Company](#)

Carefully read the case study again, as it contains the relevant facts you need to consider as you develop your recommendations and prepare your essay. Draft your essay for the task. Be sure to include the following in your essay:

- A diagram identifying two project scheduling techniques provided in the case
- A description of the purpose of the critical path
- An explanation of the usage of the critical path for project tracking
- The identification of two project scheduling techniques that can be used to prevent project delays or get the project back on track according to the documented time schedule
- The identification of 1-2 ways to link projects with interdependencies or interrelationships using the critical path method
- A description of how linking projects contributes to managing multiple projects

**Complete: Case 3 Performance Assessment**

Complete the following task in [TaskStream](#):

- IPT1 Information Technology Management: Case 3

For details about this performance assessment, see the "Assessment" tab in this course.

**Final Steps**

Congratulations on completing the activities in this course! This course has prepared you to complete the assessments associated with this course. If you have not already been directed to complete the assessments, schedule and complete your assessments now.

**The WGU Library**

The [WGU Library](#) is available online to WGU students 24 hours a day.

For more information about using the WGU Library, view the following videos on [The WGU Channel](#):

Introducing the WGU library
Note: To download this video, right-click the following link and choose "Save as...": download video.

Searching the WGU library

Note: To download this video, right-click the following link and choose "Save as...": download video.

Center for Writing Excellence: The WGU Writing Center

If you need help with any part of the writing or revision process, contact the Center for Writing Excellence (CWE). Whatever your needs—writing anxiety, grammar, general college writing concerns, or even ESL language-related writing issues—the CWE is available to help you. The CWE offers personalized individual sessions and weekly group webinars. For an appointment, please e-mail writingcenter@wgu.edu.

Feedback

WGU values your input! If you have comments, concerns, or suggestions for improvement of this course, please submit your feedback using the following form:

- Course Feedback

ADA Policy

Western Governors University recognizes and fulfills its obligations under the Americans with Disabilities Act of 1990 (ADA), the Rehabilitation Act of 1973 and similar state laws. Western Governors University is committed to provide reasonable accommodation(s) to qualified disabled learners in University programs and activities as is required by applicable law(s). ADA Support Services serves as the principal point of contact for students seeking accommodations and can be contacted at ADASupport@wgu.edu. Further information on WGU?S ADA policy and process can be viewed in the student handbook at the following link:

- Policies and Procedures for Students with Disabilities