INFORMATION RESOURCE MANAGEMENT

- **Course code**
  8139
- **Type of course (compulsory, optional)**
  Optional (compulsory in the Information Systems and Technologies stream)
- **Level of course** (e.g. first, second or third cycle; sub-level if applicable)
  N/A
- **Year of study**
  2013-2014
- **Semester**
  7th semester
- **Number of credits allocated**
  6 ECTS Credits
- **Name of lecturer**
  Nancy Pouloudi, Associate Professor
- **Learning outcomes**

Course objective:

In this course, students learn to appreciate the opportunities and challenges from the use of ICTs, though in-class analysis and discussion of case studies from the international context, so that they can identify and manage similar situations efficiently when encountered in practice.

Students in this advanced course study how information systems in organizations can be managed so that information resources are efficiently used. Four main axes define the learning outcomes of the course:

- *The strategic role of IT in contemporary business and strategic planning for information resources and systems*
- *The business role of IT as a tool for supporting and promoting business functions and management and the managerial skills associated with this role*
- *The functional structure (department/ services) of IT in contemporary business, its human resources and management*
- *Broader social aspects related to the use of IT in contemporary business*

Course content

The course material includes the following thematic areas:

- *Information sharing in organization*
- *Change management in the development and implementation of information systems (IS) in organizations*
- *Information resource management and IT department governance*
- *Broader information resource management issues (e.g. privacy) and their societal implications*
- *Strategic value and international growth trends for the IT sector*

Practical value of this course

The case studies analyzed in this course show how "theory" on how to manage information systems is challenged in practice because of the complexity and idiosyncrasies of structures and actions in contemporary organizations.

Examples of issues discussed in the course:

"IT projects should be completed within a specific timeframe and financial resources".
In practice, this is rarely the case. One of the case studies describes an organization that let an IT project continue for 14 years before 'killing' it. Why did this happen?
"A new IS supports efficient information sharing among organizational members".
In practice, however, information sharing is a complex process, depending on multiple factors and is hindered by the boundaries that the 'feuds' of organizational departments create. Under what circumstances can an IS facilitate information coordination in an organization?
"An IS must support or improve organizational processes".
In practice, however, changes frequently create conflicts or are met with resistance. How can such adverse reactions be managed or avoided? Should all resistance to change be avoided or are there instances where it can have positive implications for organizations and employees?
"The high cost of IS development often leads to outsourcing"
In practice, the 'local culture' may be very strong and the efficiency of consultants may require a longitudinal adjustment process. How can an organization find the right balance between local knowledge and international experience?
"The strategic value of IT is recognized by all organizations"
In practice, the efficiency of an IT manager is still judged in financial return on investment terms, while the daily activities of an IT department are often mostly geared towards end-user support rather than IT strategic planning. What are the skills IT managers/CIOs need to meet the conflicting needs of their role?

The case studies in this course are drawn from leading academic journals in the IS field. They are available at the course website, and their theoretical and practical implications are discussed in class with student participation. The choice

of cases is such that students read exemplary work that has influenced our current appreciation of information resource management. In addition to their practical implications, the journal papers studied in this course bring students in contact with research developments in the IS field. Furthermore, as most of the papers studied are written English, students become familiar with terminology and concepts in the English language and improve their reading skills; this is an additional skill, particularly useful to those students who wish to pursue postgraduate study or follow an international career.

- **Mode of delivery (face-to-face, distance learning)**
  Lectures, case studies
- **Prerequisites and co-requisites**
  N/A
- **Recommended optional programme components**
  N/A
- **Course contents**
  The course material includes the following thematic areas:
  - *Information sharing in organization*
  - *Change management in the development and implementation of information systems (IS) in organizations*
  - *Information resource management and IT department governance*
  - *Broader information resource management issues (e.g. privacy) and their societal implications*
  - *Strategic value and international growth trends for the IT sector*

- **Recommended or required reading**

Course materials include academic papers related to information resource management. Online access to these is provided at the course website. The study material is revised annually.

Scientific journals with papers related to the course content:

- European Journal of Information Systems
- Harvard Business Review
- IT & People
- MIS Quarterly
- MIS Quarterly Executive

- **Planned learning activities and teaching methods**

  Teaching includes lectures and tutorial lessons on case studies, and case study discussion in class using socio-dramatic techniques with student participation.

- **Assessment methods assessment methods and criteria**

  Final written exam (100%). Class participation is also taken into account.

- **Language of instruction**

  Greek. The case study papers in the course bibliography are published in English

- **Work placement(s)**

  N/A