INFS 5731
INFORMATION SYSTEMS STRATEGY, INNOVATION and AGILITY

Course Outline
Semester 1, 2015

Part A: Course-Specific Information

Please consult Part B for key information on Business School policies (including those on plagiarism and special consideration), student responsibilities and student support services.
# Table of Contents

## PART A: COURSE-SPECIFIC INFORMATION

1. **STAFF CONTACT DETAILS** ........................................ 1
2. **COURSE DETAILS** ........................................ 1
   2.1 Teaching Times and Locations .................................. 1
   2.2 Units of Credit ........................................... 1
   2.3 Summary of Course ......................................... 1
   2.4 Course Aims and Relationship to Other Courses .......... 1
   2.5 Student Learning Outcomes .................................. 2

## 3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course .......... 5
3.2 Teaching Model ............................................ 5

## 4 ASSESSMENT

4.1 Formal Requirements .......................................... 6
4.2 Assessment Details ........................................... 6
4.3 Assignment Submission Procedure ............................ 7
4.4 Late Submission ............................................ 7

## 5 COURSE RESOURCES

5.1 Course website ............................................. 8
5.2 Course Textbook ............................................. 8
5.3 Study Notes .................................................. 8
5.4 Seminar Slides ............................................. 8
5.5 Additional Readings ......................................... 8

## 6 COURSE EVALUATION AND DEVELOPMENT

6. **COURSE SCHEDULE** ........................................ 9
PART A: COURSE-SPECIFIC INFORMATION

1 STAFF CONTACT DETAILS
Lecturer-in-charge: Pradeep Kumar Ray
Room Quadrangle 1039
Phone No: 9385 5890
Email: p.ray@unsw.edu.au
Consultation Times – Monday 5pm to 6pm (in Quad 1039) or by appointment

2 COURSE DETAILS

2.1 Teaching Times and Locations
Seminars start in Week 1 (to Week 12)
Our seminars will be held in OMB 150 on Mondays from 6pm to 9pm
Our first seminar is on 3 March

2.2 Units of Credit
The course is worth 6 units of credit.

This course is taught in parallel to both undergraduate (INFS4854) and postgraduate students (INFS5731). The course materials are the same, but there will be different assignments and exam.

2.3 Summary of Course
This course investigates:

- How IT delivers value to the organization and the alignment of IT strategy with the Business strategy
- Governance of IT including the development of a technology roadmap, IT functions and Application Portfolio management
- Enabling Collaboration with IT and the Management of Social Computing

Our investigation will include analysis of academic and practitioner papers, study of cases and examples, an investigation of a real life company IS/IT situation and its strategic issues. Our classes will involve discussion of selected readings in relation to specified tasks. Students are also encouraged to draw from and reflect on their own experiences.

2.4 Course Aims and Relationship to Other Courses

This course aims to familiarise you with the key concepts, practices and issues in the management of information systems at the strategic level and provide you with sufficient practical and theoretical knowledge of the area so that you will be able to meaningfully participate in, or interact with, this aspect of IT management. In addition to providing these domain skills we will also be looking to enhance your communication, presentation, problem solving and critical thinking skills through class work and assignments.
This course will be of benefit to all those students intent on pursuing a career in IS/IT, business consulting or management. The course would also be very useful for those who envisage, or perhaps already have, launched their own business ventures.

INFS5731 is a core course in the Masters of Information Systems Management (MISM) and is designed to complement the other core courses. The course is also an elective in the Masters of Accounting and Business Information Technology (MAccBIT). INFS5731 has no prerequisites for students studying the MISM (program 8035) or the MAccBIT (program 8025) but requires INFS5885 or INFS5978 (or equivalent) for students studying other postgraduate degrees.

2.5 Student Learning Outcomes
After studying this course you will be able to:

1. Explain how IS/IT can assist organisations to meet strategic goals and increase innovation and agility.
2. Deploy a number of models and techniques to analyse the current state and strategic contribution of IS/IT in an organisation and identify further opportunities to improve IS/IT’s strategic contribution to innovation and agility.
3. Explain the IS/IT strategy development process.
4. Analyse an organisation’s current situation and develop a high level IS/IT strategy for that organisation.
5. Explain what is involved in managing IS/IT at the strategic level, the role of senior IS/IT management in this regard and the management of the IT infrastructure, applications portfolio and the strategic alignment of IS/IT within the organisation.
6. Analyse an organisation’s current situation and develop plans to manage the IT infrastructure, the applications portfolio and the strategic alignment of IS/IT within the organisation.
7. Discuss the key concerns at a strategic level that IS/IT management must be aware of now and in the future.

In addition to these learning outcomes, this course also aims to improve your critical thinking and problem solving skills, as well as communication and group work skills.

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes – what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

Business School Postgraduate Coursework Program Learning Goals and Outcomes
1. Knowledge: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts.

You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.
2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues.

You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.

3. Communication: Our graduates will be effective communicators in professional contexts.

You should be able to:
   a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
   b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

4. Teamwork: Our graduates will be effective team participants.

You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.

You should be able to:
   a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   b. Consider social and cultural implications of business and/or management practice.

For more information on the postgraduate coursework Program Learning Goals and Outcomes, see Part B of the course outline.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

<table>
<thead>
<tr>
<th>Business Postgraduate Coursework Program Learning Goals and Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Knowledge: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts.</td>
</tr>
<tr>
<td>You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.</td>
</tr>
<tr>
<td>2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues.</td>
</tr>
<tr>
<td>You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.</td>
</tr>
<tr>
<td>3. Communication: Our graduates will be effective communicators in professional contexts.</td>
</tr>
<tr>
<td>You should be able to:</td>
</tr>
<tr>
<td>a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and</td>
</tr>
<tr>
<td>b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.</td>
</tr>
</tbody>
</table>
effectively for the intended audience and purpose.

4. Teamwork: Our graduates will be effective team participants.
You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team’s processes and ability to achieve outcomes.

5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.
You should be able to:
   a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
   b. Consider social and cultural implications of business and/or management practice.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course helps you to achieve the following learning goals for all Business postgraduate coursework students:</td>
<td>On successful completion of the course, you should be able to:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
<tr>
<td>1 Knowledge</td>
<td>Explain how IS/IT can assist organisations to meet strategic goals and increase innovation and agility. Explain the IS/IT strategy development process. Explain what is involved in managing IS/IT at the strategic level, the role of senior IS/IT management in this regard and the management of the IT infrastructure, applications portfolio and the strategic alignment of IS/IT within the organisation.</td>
<td>Assignments, Exam</td>
</tr>
<tr>
<td>2 Critical thinking and problem solving</td>
<td>Deploy a number of models and techniques to analyse the current state and strategic contribution of IS/IT in an organisation and identify further opportunities to improve IS/IT’s strategic contribution to innovation and agility. Analyse an organisation’s current situation and develop a high level IS/IT strategy for that organisation. Analyse an organisation’s current situation and develop plans to manage the IT infrastructure, the applications portfolio and the strategic alignment of IS/IT within the organisation.</td>
<td>Assignments, Exam</td>
</tr>
<tr>
<td>3a Written communication</td>
<td>Construct written work which is logically and professionally presented.</td>
<td>Assignments, Exam</td>
</tr>
<tr>
<td>3b Oral communication</td>
<td>Communicate ideas in a succinct and clear manner</td>
<td>As part of participation mark</td>
</tr>
</tbody>
</table>
3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

In INFS5731 we take an active, adult-learning approach that stresses interactive and problem-centred teaching and learning. Our aim is to create a cooperative learning and teaching environment in which we all are valuable and competent contributors to knowledge creation and sharing. Your prior knowledge and your work experience are highly important and we should all benefit from it. In addition all reading materials – the textbook and articles – are an integral part of the knowledge development process, helping you grasp new knowledge and linking it to your prior knowledge and experience. We foster this approach through a range of strategies throughout the session. Our seminars will be interactive and you will be expected to actively contribute to the class via your involvement in presentations and discussions. Your contribution to class activities and discussions will reflect your readings and your ability to acquire new concepts and models and connect them to your experience and problems investigated. Our seminars are also designed to improve your communication, problems solving, teamwork and critical thinking skills.

The assessment tasks used in this course have been designed for you to apply your knowledge to real life problems in managing strategic deployment of IS/IT. Our design of assessment tasks reinforces the development of knowledge and skills and their integration with your prior knowledge and experience.

The role of the lecturer in this course is to facilitate knowledge co-creation processes by leading and stimulating the class discussions and activities and will assist you with problems you may encounter through the seminars and consultations.

It is however your responsibility to make a concerted effort in your studies. Being prepared, keeping up to date with readings and tasks are very important for your comprehension, advancement of knowledge and development of new skills. Each week builds on the prior weeks so it is important that you get your study regime organized early. By keeping up you are also properly prepared to participate in the seminar and make most of it.

3.2 Teaching Model

Our course is broken into 3 blocks consisting of 3-4 weeks each.

The first two to three weeks of each block will be in the form of seminars including real life case studies. These seminars will be interactive and involve class discussion and group work.
The last week of each block will be a workshop in which we work through a series of mini-cases from the text and related material. The mini-case workshops will be group work based and involve presentations by group and class discussion.

For this teaching model to work, it is absolutely imperative that you undertake the readings and any other prep required prior to class.

4 ASSESSMENT

4.1 Formal Requirements
In order to pass this course, you must:
• achieve an overall mark of at least 50;
• attend 80% of all classes
• obtain a mark of 45% or more in each assessment task and the final examination.

4.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weight</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>10%</td>
<td>n/a</td>
<td>On going</td>
</tr>
<tr>
<td>Individual Assignment</td>
<td>15%</td>
<td>2,500 words</td>
<td>Week 5</td>
</tr>
<tr>
<td>Group Assignment</td>
<td>25%</td>
<td>5,000 words</td>
<td>Week 12</td>
</tr>
<tr>
<td>Exam</td>
<td>50%</td>
<td></td>
<td>Exam period</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Participation
Your participation in the seminars and workshops is encouraged and will be assessed over the length of the course. The mark you receive will reflect the extent to which you have contributed to class discussions and exercises.

Participation addresses all the learning outcomes of the course and the programme.

Individual Assignment
Assignment 1 is worth 15% of your overall marks and is to be undertaken individually and is due in Week 5.

Assignment 1 involves the preparation of a report of no more than 2,500 which investigates strategic value of IS/IT and the importance of IT governance. Assignment 1 will involve research of the academic and professional literature as well as the discussion of real or illustrative examples.

Marks will be awarded in Assignment 1 for the quality of the report as evidenced by the references cited, the quality of the arguments made and conclusions drawn. The detailed breakdown of the marking criteria is set out on the Assignment 1 specification.

The requirements for Assignment 1 will be available online in Week 2 and will be discussed in the Week 2 seminar.
Assignment 1 addresses course learning outcomes 2, 3 & 4 and Programme Learning Outcomes 1, 2 & 3a.

**Assignment 2**
Assignment 2 is worth 25% of your overall marks and is to be undertaken groups (of 2 or 3) and is due in the Week 12 Seminar. Assignment will also incorporate a presentation of findings of your investigation to the class in Week 12 Seminar.

Assignment 2 will involve the preparation of a report of no more than 5,000 words which investigates the implications for IS/IT strategy of a current challenge in IS management. The topic will need to be decided in consultation with the Lecturer. Your group will also make a 15 minutes presentation in the Week 12 seminar (all group members to present).

Assignment 2 will involve research of the academic and professional literature as well as the discussion of real or illustrative examples.

Marks will be awarded in Assignment 2 for the quality of the report as evidenced by the references cited, the quality of the arguments made and conclusions drawn. The detailed breakdown of the marking criteria is set out on the Assignment 2 specification.

The requirements for Assignment 2 will be available online in Week 7 and will be discussed in the Week 7 seminar.

Assignment 2 addresses course learning outcomes 5, 6 & 7 and Programme Learning Outcomes 1, 2, 3a & 5a.

**Final Exam**
The final exam will be a 2 hour written paper held in the formal examination period. The examination is worth 45% of your overall assessment. The examination will be closed book. The format and coverage of the exam will be discussed in the Week 10 seminar.

All exams are conducted in accordance with the UNSW Rules for the Conduct of Examinations and it is the student’s responsibility to be familiar with these rules. Information about exams is available from my.unsw.edu.au.

The exam will cover the entire course and will address course learning outcomes 1 through 7 and Programme Learning Outcomes 1, 2, & 5a.

4.3 **Assignment Submission Procedure**
All assignments are to be formatted as per the assignment specifications (which will be available on the course website).

Assignment 1 is to be submitted via the Turnitin mechanism available on the course website as per the due date given in the Assignment 1 specification.

Assignment 2 is be submitted in the Week 12 class.

4.4 **Late Submission**
The late submission of Assignments carries a penalty of 10% of the available marks for that assignment per day of lateness, unless an extension of time has been granted.
An extension of time to complete an assignment will only be granted in cases of misadventure or illness. Applications for an extension of time should be made to the course co-ordinator (by email or in person).

You will be required to substantiate your application with appropriate documentary evidence (such as medical certificates, accident reports etc.) of the grounds on which you are making your application further details. Please note that work commitments and computer failures are usually considered insufficient grounds for an extension.

**Quality Assurance**
The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

## 5 COURSE RESOURCES

### 5.1 Course website
The website will be used to provide access to the seminar slides, the weekly study guides, announcements and other materials as required. The website may also be used to provide softcopies of the assignments.

The website is hosted on the UNSW Moodle facility which is accessible via my.unsw.edu.au.

All students enrolled in the course will have access to the course website.

### 5.2 Course Textbook
The text for the course is:
by James McKeen and Heather Smith
You will need unrestricted access to the textbook throughout the session. You will need to bring the textbook to the seminar each week.

### 5.3 Study Notes
From time to time notes will be posted to the course website that are designed to help you with your study.

### 5.4 Seminar Slides
A PDF document of the slides that will be used in the seminar will be posted before the seminar so you can print them out and bring them with you to class.

### 5.5 Additional Readings
This course will make regular use of additional readings such as journal articles, business reports and the like throughout the course. These additional readings will be listed in the weekly notes. It is your responsibility to obtain a copy of the readings (instructions will be provided on how to do this).
6 COURSE EVALUATION AND DEVELOPMENT
Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through CATEI questionnaires.

7 COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Readings</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 2</td>
<td>Welcome and Introduction</td>
<td>Chapters 1,2 &amp; 3</td>
<td></td>
</tr>
<tr>
<td>2 March</td>
<td>Delivering Value with IT (Part 1)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 2 9</td>
<td>Delivering Value with IT (Part 2)</td>
<td>Chapters 4 &amp; 5 and a real-life case study</td>
<td></td>
</tr>
<tr>
<td>9 March</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 3 16</td>
<td>Delivering Value with IT mini cases</td>
<td>Section I mini cases (p 63 – 71)</td>
<td></td>
</tr>
<tr>
<td>16 March</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 4 23</td>
<td>IT Governance (Part 1)</td>
<td>Chapters 6 &amp; 7</td>
<td></td>
</tr>
<tr>
<td>23 March</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Week 5 30</td>
<td>IT Governance (Part 2)</td>
<td>Chapter 8 &amp; 9</td>
<td>Individual Assignment due</td>
</tr>
<tr>
<td>30 March</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Mid-Semester break: 3 April – 12 April

| Week 6 13  | IT Governance (Part 3)                          | Chapter 10 & 11        |                         |
| 13 April   |                                                 |                        |                         |
| Week 7 20  | IT Governance mini cases                        | Section II mini cases (p 154 – 165) |                         |
| 20 April   |                                                 |                        |                         |
| Week 8 27  | Information Enabled Innovation (Part 1)         | Chapters 13 & 14       |                         |
| 27 April   |                                                 |                        |                         |
| Week 9 4   | Information Enabled Innovation (Part 2)         | Chapters 15 & 16       |                         |
| 4 May      |                                                 |                        |                         |
| Week 10 11 | Information Enabled Innovation mini cases       | Section III mini cases |                         |
| 11 May     |                                                 |                        |                         |
| Week 11 18 | Industry Guest Lecture                          |                        |                         |
| 18 May     |                                                 |                        |                         |
| Week 12 25 | Revision and Class Presentations                |                        | Group Assignment due    |
| 25 May     |                                                 |                        |                         |