



Australian School of Business  
**School of Information Systems,  
Technology and Management**

Never Stand Still

Australian School of Business

**INFS5731  
INFORMATION SYSTEMS STRATEGY AND  
INNOVATION**

**Course Outline  
Semester 1, 2014**

**Part A: Course-Specific Information**

Please consult Part B for key information on ASB policies (including those on plagiarism and special consideration), student responsibilities and student support services.

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## **PART A: COURSE-SPECIFIC INFORMATION**

### **1 STAFF CONTACT DETAILS**

Lecturer-in-charge: Ken Stevens  
Room: Quad 2081A  
Phone No: 9385 4242  
Email: k.stevens@unsw.edu.au  
Consultation Times: Monday 5pm to 6pm (in Quad 2081A) 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 ASB 220 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:

- The strategic role of information systems (IS) and information technologies (IT) in the organization
- Business and IS/IT alignment
- The management of IS/IT at the strategic level for business innovation.

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 and is designed to complement the other core courses. INFS5731 has no prerequisites.

## **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 ASB. 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').

### **ASB 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):

| Program Learning Goals and Outcomes  |                                       | Course Learning Outcomes   | Course Assessment Item  |
|--|---------------------------------------|--|---|
| <b>This course helps you to achieve the following learning goals for all ASB postgraduate coursework students:</b> |                                       | <b>On successful completion of the course, you should be able to:</b>  | <b>This learning outcome will be assessed in the following items:</b> |
| 1  | Knowledge                             | <p>Explain how IS/IT can assist organisations to meet strategic goals and increase innovation and agility.</p> <p>Explain the IS/IT strategy development process.</p> <p>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.</p> | Assignments, Exam   |
| 2  | Critical thinking and problem solving | <p>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.</p> <p>Analyse an organisation's current situation and develop a high level IS/IT</p>  | Assignments, Exam   |

|    |  |  |                               |
|----|--|--|-------------------------------|
|    |  | strategy for that organisation.<br><br>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. |                               |
| 3a | Written communication                                    | Construct written work which is logically and professionally presented.  | Assignments, Exam             |
| 3b | Oral communication                                       | Communicate ideas in a succinct and clear manner   | As part of participation mark |
| 4  | Teamwork   | Work collaboratively to complete a task.   | As part of participation mark |
| 5a | Ethical, environmental and sustainability responsibility | Discuss the key concerns at a strategic level that IS/IT management must be aware of now and in the future.  | Assignments, Exam             |
| 5b | Social and cultural awareness                            | Not specifically addressed in this course.   |                               |

### 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 Learning Activities and Teaching Strategies

Each week is devoted to a particular topic which is studied by drawing from a chapter in the textbook, a set of essential readings and tasks to be completed. The weekly plan will be adjusted to your needs at the beginning of the course and if need be later on when we engage in the industry case that may bring new questions not covered in the original plan.

The readings and questions, along with the learning outcomes (deliverables) and other information will be provided weekly in advance. Each seminar is three hours long and for each topic in weeks 2-12 and will include a presentation and specified seminar activities such as exercises, group discussions and presentations and class discussion.

The seminars will be highly interactive hence preparation is essential for your competent participation. Preparation includes completion of the essential readings and the prescribed activities for the topic each week. Details of the preparation required for each seminar are set out in the weekly plan and will be discussed in advance.

Each topic may also include some optional readings for those who might want to explore various aspects of the topic in more detail. Students are also encouraged to bring new and interesting readings, from academic or professional literature to the attention of the class and include those in their discussions and presentations.

## 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

| Assessment Task       | Weight | Length      | Due Date    |
|-----------------------|--------|-------------|-------------|
| Participation         | 10%    | n/a         | On going    |
| Individual Assignment | 20%    | 2,500 words | Week 6      |
| Group Assignment      | 25%    | 5,000 words | Week 12     |
| Exam                  | 45%    |             | Exam period |

## **Participation**

Your participation in the seminars 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. As we have 4 weeks dedicated to the completion of case work, your involvement and input into those weeks will contribute significantly to your participation mark. Participation addresses all the learning outcomes of the course and the programme.

## **Individual Assignment**

Assignment 1 is worth 20% of your overall marks and is to be undertaken individually and is due in Week 6.

Assignment 1 involves the preparation of a report of no more than 2,500 which investigates strategic value of IS/IT. 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 lecture.

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. Your group will also make a 10 minutes presentation in the Week 12 seminar (all group members to present).

Assignment 2 will also involve a short exercise where you will be required to reflect on the operation of your group in completing the assignment.

A voluntary confidential peer assessment will be available for this assignment.

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 50% 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](http://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 to 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.

### **4.5 Quality Assurance**

The ASB 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 ASB

programs. All material used for such processes will be treated as confidential and will not be related to course.

## **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 <https://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:

IT Strategy: Issues and Practices, International Edition 2nd Edition, 2012

by James McKeen and Heather Smith

published by Peason / Prentice Hall, ISBN- 9781292039787

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**

For most weeks some notes will be posted to the course website. These notes will typically include:

- The required readings for the week (both text and papers)
- An agenda for the seminar
- Questions requiring preparation prior to class
- Other notes and instructions as required

The notes will be posted at least one week in advance and are available on the course website.

### **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

| Week               | Topic   | Readings                            | Events                    |
|--------------------|---|-------------------------------------|---------------------------|
| Week 1<br>3 March  | Welcome and Introduction<br>Delivering Value with IT (Part 1) | Chapters 1 & 2                      |                           |
| Week 2<br>10 March | Delivering Value with IT (Part 2)                             | Chapters 3, 4 & 5                   |                           |
| Week 3<br>17 March | Delivering Value with IT mini cases                           | Section I mini cases (p 63 – 71)    |                           |
| Week 4<br>24 March | IT Governance (Part 1)  | Chapters 6, 7, & 8                  |                           |
| Week 5<br>31 March | IT Governance (Part 2)  | Chapter 9, 10 & 11                  |                           |
| Week 6<br>7 April  | IT Governance mini cases                                      | Section II mini cases (p 154 – 165) | Individual Assignment due |
| Week 7<br>14 April | Information Enabled Innovation (Part 1)                       | Chapters 12 & 13                    |                           |

*Mid-Semester break: 18 April – 27 April*

|                    |   |                                      |                      |
|--------------------|---|--------------------------------------|----------------------|
| Week 8<br>28 April | Information Enabled Innovation (Part 2)   | Chapters 14, 15 & 16                 |                      |
| Week 9<br>5 May    | Information Enabled Innovation mini cases | Section III mini cases (p 227 – 239) |                      |
| Week 10<br>12 May  | IT Capability Management (Part 1)         | Chapters 17 & 18                     |                      |
| Week 11<br>19 May  | IT Capability Management (Part 2)         | Chapters 19 & 21                     |                      |
| Week 12<br>26 May  | IT Capability Management mini cases       | Section IV mini cases (p 298 – 307)  | Group Assignment due |