



Australian School of Business

Information Systems, Technology and Management

Never Stand Still

Australian School of Business

INFS4854
INFORMATION SYSTEMS STRATEGY

INFS5731
STRATEGIC MANAGEMENT OF BUSINESS
INFORMATION SYSTEMS

INFS5953
INFORMATION SYSTEMS MANAGEMENT

Course Outline
Semester 1, 2012

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1 STAFF CONTACT DETAILS

| Position | Name | Email | Room | Phone |
|--------------------|-------------|-----------------------|-----------|----------|
| Lecturer-in-charge | Ken Stevens | k.stevens@unsw.edu.au | Quad 2112 | 93854242 |

The best way to contact Ken is via email or during their consultation times. Please note that only your UNSW email account will be used for formal notices and correspondence regarding the course.

Ken will post his consultation times on the course website by the end of week 1.

2 COURSE DETAILS

2.1 Teaching Times and Locations

Seminars start in Week 1(to Week 12). Seminars will be on Monday evenings, 6pm to 9pm, in OMB 144A.

2.2 Units of Credit

The course is worth 6 units of credit.

This course is taught in parallel to both 4th year undergraduate and postgraduate students. The course materials are the same, but the assignments and the exam may differ as appropriate.

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

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.

INFS4854 is a 4th year elective in the BIS and Com and is only available to those students who are enrolled in their respective honours programmes.

INFS5731 is a core course in the Masters of Information Systems and is designed to complement the other core courses. INFS5731 has no prerequisites.

INFS5953 is an elective in the Masters of Commerce and the Masters of Accounting and Business Information Technology and requires that you have completed INFS5988 (or equivalent) prior to studying this course.

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 add strategic value to the organization
2. Deploy a number of models and techniques to analyse the current state and strategic contribution of IS/IT in an organization and identify further opportunities to improve IS/IT's strategic contribution
3. Explain the IS/IT strategy development process
4. Analyse an organization's current situation and develop a high level IS/IT strategy for that organization
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 organization.
6. Analyse an organization's current situation and develop plans to manage the IT infrastructure, the applications portfolio and the strategic alignment of IS/IT within the organization.
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.

ASB Graduate Attributes

This course contributes to your development of the following Australian School of Business Graduate Attributes, which are the qualities, skills and understandings we want you to have by the completion of your degree:

| Learning Outcomes | ASB Graduate Attributes |
|--------------------------|---|
| 2, 4 & 6. | 1. Critical thinking and problem solving |
| 4, 5, 6 & 7 | 2. Communication |
| 2, 4, 5, 6 & 7 | 3. Teamwork and leadership |
| 1, 3, 7 | 4. Social, ethical and global perspectives |
| 1, 2, 3, 4, 5, 6 & 7 | 5. In-depth engagement with relevant disciplinary knowledge |
| 2, 3, 4, 5, 6 & 7 | 6. Professional skills |

To see how the ASB Graduate Attributes relate to the UNSW Graduate Attributes, refer to the ASB website ([Learning and Teaching >Graduate Attributes](#)).

3 LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

In INFS4854, INFS5731 & INFS5953 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 2-11 there will be a lecture, student presentations and specified seminar activities (exercises, group discussions and presentations, class discussion, etc.).

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 also includes 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 at least a mark of 45% in each assessment task.

4.2 Assessment Details

| Assessment Task | Weight | Learning Outcomes assessed | ASB Graduate Attributes assessed | Length | Due Date |
|-----------------|--------|----------------------------|----------------------------------|-------------|-------------|
| Participation | 10% | 1, 2, 3, 4, 5, 6 & 7 | 1, 2, 3, 4, 5 & 6 | n/a | On going |
| Assignment 1 | 20% | 2,3 & 4 | 1, 2, 5 & 6 | 2,000 words | Week 7 |
| Assignment 2 | 20% | 5, 6 & 7 | 1, 2, 3, 5 & 6 | 2,000 words | Week 12 |
| Exam | 50% | 1, 2, 3, 4, 5, 6 & 7 | 1, 2, 4, 5 & 6 | | Exam period |

4.2.1 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.

Participation addresses all the learning outcomes of the course and ASB graduate attributes 1, 2 and 3.

4.2.2 Assignment 1

Assignment 1 is worth 20% of your overall marks and is to be undertaken individually and is due in the Week 7 Seminar (16 April).

Assignment 1 involves the preparation of a report of no more than 2,000 which discusses the processes involved in assessing an organizations' current IS/IT and the strategic contribution of that 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 learning outcomes 2, 3 & 4 and ASB Graduate Attributes 1, 2, 5 & 6.

4.2.3 Assignment 2

Assignment 2 is worth 20% of your overall marks and is to be undertaken individually and is due in the Week 12 Seminar (21 May).

Assignment 2 involves the preparation of a report of no more than 2,000 which discusses the approaches and associated issues with the strategic alignment of IT and the organization strategy, where outsourcing is involved. 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 lecture.

Assignment 2 addresses learning outcomes 2, 3 & 4 and ASB Graduate Attributes 1, 2, 5 & 6.

4.2.4 Final Exam

The final exam will be a 2 hour written paper held in the formal examination period (11 to 28 June). 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

The exam will cover the entire course and will address learning outcomes 1 through 7 and ASB Graduate Attributes 1, 4 & 5.

4.3 Submission Procedure

All assignments are to be formatted as per the assignment specifications, printed and stapled in the top left hand corner (binding is discouraged).

All assignments are to have a signed coversheet (available on the course website).

All assignments are to be submitted to the LIC at the commencement of the seminar in the week in which they are due.

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 Blackboard facility:

<http://lms-blackboard.telt.unsw.edu.au/webapps/portal/frameset.jsp>

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

5.2 Course Textbook

The text for the course is:

Grant, K., Hackney, R. And Edgar, D. (2010) *Strategic Information Systems Management*, Course Technology, Cengage Learning.

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 Guides

A study guide is provided for each week of the course. The study guide set out, for each week:

- an overview of the week's topic
- the objectives for the topic
- the required readings and any additional readings
- study questions
- preparation required for the seminar

It is important that you use the study guides as the basis of your weekly study and preparation. The study guides are 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 at least one week in advance of the seminar so you can print them out and bring them with you to class.

5.5 Additional Readings

This course will make use of additional readings such as journal articles, business reports and the like throughout the course. These additional readings will be listed in the Study Guide for the Week they are to be addressed. 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 | Topics | Chapter in Grant, Hackney and Edgar (2010) | Events |
|---------------------------------------|--|--|--|
| 1 | Introduction | | |
| 2 | Strategic value of IS/IT | Ch 1 + readings | Assignment 1 released and discussed in class |
| 3 | Business exploitation of ICT systems | Ch 2 + readings | |
| 4 | Disruptive Technologies and Application | Ch 4 + readings | |
| 5 | Business IS/IT | Ch 5 + readings | |
| 6 | Devising the IS/IT strategy | Readings | |
| Mid session break (9/4 – 13/4) | | | |
| 7 | Strategic IS/IT in context | Ch 6 + readings | Assignment 1 submitted Assignment 2 released & discussed in class |
| 8 | Global Issues in Information Management | Ch 7 + readings | |
| 9 | Strategic IS/IT lead change, culture and organizational change | Ch 9 + readings | |
| 10 | IS/IT benefit management and realization | Ch 10 + readings | |
| 11 | Strategic IT/IS leadership and governance | Ch 11 + readings | |
| 12 | IT/IS ethics, professionalism and security | Ch 12 + readings | Assignment 2 due |

8 ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: <http://www.lc.unsw.edu.au/plagiarism/index.html> as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students: <http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm>.

To see if you understand plagiarism, do this short quiz:
<http://www.lc.unsw.edu.au/plagiarism/plagquiz.html>.

For information on how to acknowledge your sources and reference correctly, see: <http://www.lc.unsw.edu.au/onlib/ref.html>.

For the *ASB Harvard Referencing Guide*, see [ASB Referencing and Plagiarism](#) webpage (ASB >Learning and Teaching>Student services>Referencing and plagiarism).

9 STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

Information and policies on these topics can be found in the 'A-Z Student Guide': <https://my.unsw.edu.au/student/atoz/A.html>. See, especially, information on 'Attendance and Absence', 'Academic Misconduct', 'Assessment Information', 'Examinations', 'Student Responsibilities', 'Workload' and policies such as 'Occupational Health and Safety'.

9.1 Workload

It is expected that you will spend at least **ten hours** per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

9.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

9.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: <https://my.unsw.edu.au/student/atoz/BehaviourOfStudents.html>.

9.4 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see <http://www.ohs.unsw.edu.au/>.

9.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.

10 SPECIAL CONSIDERATION AND SUPPLEMENTARY EXAMINATIONS

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress.

10.1 General Information on Special Consideration:

1. All applications for special consideration must be lodged online through myUNSW within 3 working days of the assessment (Log into myUNSW and go to My Student Profile tab > My Student Services channel > Online Services > Special Consideration). Then submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully the instructions and conditions at: <https://my.unsw.edu.au/student/academiclife/StudentCentralKensington.html>.
2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct. The School may ask to see the original or certified copy.
3. Applications will **not** be accepted by teaching staff. The lecturer-in-charge will be automatically notified when you lodged an online application for special consideration.
4. Decisions and recommendations are only made by lecturers-in-charge, **not** by tutors.
5. Applying for special consideration **does not** automatically mean that you will be granted a supplementary exam or other concession.
6. Special consideration requests **do not allow** lecturers-in-charge to award students additional marks.

11 STUDENT RESOURCES AND SUPPORT

The University and the ASB provide a wide range of support services for students, including:

- **ASB Education Development Unit (EDU)** (www.business.unsw.edu.au/edu)
Academic writing, study skills and maths support specifically for ASB students. Services include workshops, online and printed resources, and individual consultations. EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: 9385 5584; Email: edu@unsw.edu.au.

- **Blackboard eLearning Support:** For online help using Blackboard, follow the links from www.elearning.unsw.edu.au to *UNSW Blackboard Support / Support for Students*. For technical support, Email: itservicecentre@unsw.edu.au; Ph: 9385 1333.
- **UNSW Learning Centre** (www.lc.unsw.edu.au)
Academic skills support services, including workshops and resources, for all UNSW students. See website for details.
- **Library training and search support services:**
<http://info.library.unsw.edu.au/web/services/services.html>.
- **IT Service Centre:** Technical support for problems logging in to websites, downloading documents etc. <https://www.it.unsw.edu.au/students/index.html>
UNSW Library Annexe (Ground floor).
- **UNSW Counselling and Psychological Services**
(<http://www.counselling.unsw.edu.au>)
Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as 'Coping With Stress' and 'Procrastination'. Office: Level 2, Quadrangle East Wing; Ph: 9385 5418.
- **Student Equity & Disabilities Unit** (<http://www.studentequity.unsw.edu.au>)
Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: 9385 4734.