



MONASH University

FIT5102
IT strategy and governance

Unit Guide

Semester 2, 2009

The information contained in this unit guide is correct at time of publication. The University has the right to change any of the elements contained in this document at any time.

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Table of Contents

<u>FIT5102 IT strategy and governance - Semester 2, 2009</u>	1
<u>Chief Examiner:</u>	1
<u>Lecturer(s) / Leader(s):</u>	1
<u>Caulfield</u>	1
<u>Introduction</u>	2
<u>Unit synopsis</u>	2
<u>Learning outcomes</u>	2
<u>Contact hours</u>	2
<u>Workload</u>	3
<u>Unit relationships</u>	3
<u>Prerequisites</u>	3
<u>Relationships</u>	3
<u>Teaching and learning method</u>	4
<u>Timetable information</u>	4
<u>Tutorial allocation</u>	4
<u>Off-Campus Learning or flexible delivery</u>	4
<u>Unit Schedule</u>	4
<u>Unit Resources</u>	7
<u>Prescribed text(s) and readings</u>	7
<u>Recommended text(s) and readings</u>	7
<u>Equipment and consumables required or provided</u>	7
<u>Study resources</u>	7
<u>Assessment</u>	8
<u>Overview</u>	8
<u>Faculty assessment policy</u>	8
<u>Assignment tasks</u>	8
<u>Examination</u>	9
<u>Due dates and extensions</u>	9
<u>Late assignment</u>	10
<u>Return dates</u>	10
<u>Appendix</u>	11

FIT5102 IT strategy and governance - Semester 2, 2009

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Introduction

Welcome to *FIT5102 IT Strategy and Governance*, for Semester 2, 2009.

This 6 point unit is core to the Corporate Information and Knowledge Management professional track of the Master of Business Information Systems (MBIS) and Master of Information Management and Systems (MIMS) degrees, and an elective unit in the Master of Business (IT Management), and in all Faculty of IT masters degrees.

The unit has been designed to provide you with an understanding of IT and information and knowledge management (IKM) governance frameworks and strategy perspectives. It builds on themes introduced in *FIT9006 IT Management*. The unit emphasises the relationship between theoretical knowledge and its practical application, using cases and real examples.

Unit synopsis

This unit develops understanding of information technology and information and knowledge management governance frameworks and strategy perspectives, with particular emphasis on the regulatory environment, legislative and organisational controls, audits, standards, professional certifications, and issues associated with measuring performance, demonstrating value and minimising risk. The unit builds on intellectual capital theory, augmented by insights from social capital and emotional capital. It draws on case studies to differentiate strategies focused primarily on people, business processes, and content, and considers the supporting technologies that can facilitate each approach.

Learning outcomes

At the completion of this unit students will have a theoretical and conceptual understanding of:

1. the characteristics and limitations of different IT and IKM governance frameworks and strategy perspectives, and how competing perspectives can be reconciled in practice;
2. the concepts underpinning the dominant intellectual capital perspective on IT and IKM strategy, the strengths and limitations of this approach, and how social capital and emotional capital insights can augment this view of strategy;
3. the distinct features, the functional/disciplinary origins, and the key drivers of IT and IKM strategies focused primarily on
 1. people,
 2. business processes, and
 3. content and technology, and the supporting technologies that can facilitate each approach;
4. links between strategy, performance and measurement, and the issues associated with demonstrating the value and benefits of IT and IKM;
5. the nature of the IT and IKM regulatory environment and approaches to controlling risk;
6. the importance of marketing, leading and championing IT and IKM within the organisation, and of reflective practice.

Contact hours

3 x contact hrs/week

Workload

For on campus students, weekly workload commitments are:

- a two-hour lecture
- a one-hour tutorial (requiring preparation in advance)
- nine hours of personal study (reading, assignment preparation, etc.)

Off-campus students generally do not attend lecture and tutorial sessions, however, you should plan to spend equivalent time working through the relevant resources and participating in discussion groups each week.

Unit relationships

Prerequisites

FIT9006 or 24 points of Graduate units from the Faculty of Information Technology

Relationships

FIT5102 is core to the Corporate Information and Knowledge Management professional track of the Master of Business Information Systems (MBIS) and Master of Information Management and Systems (MIMS) degrees, and an elective unit in the Master of Business (IT Management), and in all Faculty of IT masters degrees.

Before attempting this unit you must have satisfactorily completed *FIT9006 IT Management*, or 24 points of Graduate units from the Faculty of Information Technology, or equivalent.

Teaching and learning method

Weekly class activities include a two-hour lecture and a one-hour tutorial. Tutorials explore issues and introduce case examples of topics introduced in lectures. Assessment tasks provide an opportunity to apply concepts to specific cases, and to investigate an information/IT strategy and governance topic in depth. To maximise participation and to enhance learning opportunities, students are asked to undertake required reading tasks and activities prior to coming to class.

For off-campus students, lectures are available online via MULO, and, instead of tutorial participation, off-campus students need to spend an equivalent amount of time participating in discussion group activity each week.

Timetable information

For information on timetabling for on-campus classes please refer to MUTTS, <http://mutts.monash.edu.au/MUTTS/>

Tutorial allocation

On-campus students should register for tutorials/laboratories using the Allocate+ system:
<http://allocate.cc.monash.edu.au/>

Off-Campus Learning or flexible delivery

Lectures are recorded weekly and are available for download or audiostreaming via MULO
<http://www.mulo.monash.edu.au/fit5102/>

All course materials are available from our MUSO unit website.

In place of tutorials, there will be an alternate program for off campus students involving weekly discussion group activity and a few chat sessions (timings to be advised).

Unit Schedule

Week	Topic	Tutorials	References/Readings	Key dates
1	Lecture: Overview of FIT5102. Introducing key concepts: Corporate governance and IT/information governance; Strategy and strategic management frameworks; Aligning business strategy and IT/information strategy; Delivering business value and measuring performance; The regulatory environment and risk minimisation	No tutorials. Tutorials commence in Week 2	Weill & Ross (2004), Chs. 1 & 6 (specific sections); Supplied readings	
2	Lecture: Strategic assets and value realisation; IT, information and	Tutorial: Aligning business strategy and IT strategy	Weill & Ross (2004), Ch. 1; Supplied readings	Tutorials commence in Week 2

	knowledge as strategic assets			
3	Lecture: What decisions must be made to ensure the strategic use and effective management of IT/information resources? [Weill & Ross's 5 key IT decision domains]	Tutorial: Value chain analysis	Weill & Ross (2004), Ch. 2	
4	Lecture: Who should make decisions relating to IT/information resources? How should these decisions be made? [Governance archetypes, roles and responsibilities, structures and mechanisms for implementing IT/information governance]	Tutorial: Value network analysis	Weill & Ross (2004), Chs. 3 & 4	
5	Lecture: IT governance in practice [Case studies of particular organisations and how they link strategy, IT/information governance and performance]	Tutorial: IT governance arrangements case studies	Weill & Ross (2004), Chs. 5, 6 & 7	
6	Lecture: IT governance review. IT and human capital: a framework for understanding information, knowledge and IT strategy and strategic change initiatives	Tutorial: Case studies on IT governance designs for different strategic and structural drivers	Supplied readings	Case studies & weekly reflections, Part I (Weeks 2-6) (10%), due Friday, 28 Aug., 5 pm
7	Lecture: IKM strategies I: Strategies with a primary focus on people, and supporting technologies	Tutorial: Case studies on IT governance in government and not-for-profit organisations	Supplied readings	
8	Lecture: IKM strategies II: Strategies with a primary focus on business processes, and supporting technologies	Tutorial: IKM Strategies I: Communities of practice, Storytelling and Social network analysis	Supplied readings	
9	Lecture: IKM strategies III: Strategies with a primary focus on content, and supporting technologies	Tutorial: IKM Strategies II: Action/ After action reviews, Lessons learned and Peer assists	Supplied readings	Research paper (30%) due Friday, 18 Sept, 5 pm
10	Lecture: Controlling risk in IT and IKM [Legislative and	Tutorial: IKM Strategies III: Knowledge audits and Knowledge mapping	Supplied readings	

FIT5102 IT strategy and governance - Semester 2, 2009

	organisational barriers and controls; audits; standards (de jure, de facto); professional certifications]			
Mid semester break				
11	Lecture: Demonstrating the value/ benefits of IT and IKM: performance measurement approaches and issues	Tutorial: Balanced Scorecard: From performance measurement to strategy implementation	Supplied readings	Case studies & weekly reflections, Part II (Weeks 7-11), (10%), due Friday, 9 Oct, 5 pm
12	Lecture: IT strategy: Sourcing, outsourcing and offshoring	Tutorial: IT offshoring issues	Supplied readings	
13	Lecture: Review session. Exam preparation	Tutorial: Exam preparation		

Unit Resources

Prescribed text(s) and readings

- Weill, Peter, & Ross, Jeanne W. (2004). *IT governance: How top performers manage IT decision rights for superior results*. Boston: Harvard Business School Press. ISBN 978-1-59139-253-8.

Text books are available from the Monash University Book Shops. Availability from other suppliers cannot be assured. The Bookshop orders texts in specifically for this unit. You are advised to purchase your text book early.

Recommended text(s) and readings

Reference will be made to a variety of sources, including the following books.

Broadbent, Marianne & Kitzis, Ellen S. (2005). *The new CIO leader: Setting the agenda and delivering results*. Boston: Harvard Business School Press. Galliers, Robert D. & Leidner, Dorothy E. (2003). *Strategic information management: Challenges and strategies in managing information systems*. (3rd. ed.). Amsterdam: Elsevier. Gottschalk, Petter. (2006). *E-business strategy, sourcing and governance*. Hershey, PA: Idea Group. Van Grembergen, Wim. (2003). *Strategies for information technology governance*. Hershey, PA: Idea Group. Weill, Peter, & Broadbent, Marianne. (1998). *Leveraging the new infrastructure: How market leaders capitalize on information technology*. Boston: Harvard Business School Press. Ross, Jeanne W., Weill, Peter, & Robertson, David C. (2006). *Enterprise architecture as strategy: Creating a foundation for business execution*. Boston: Harvard Business School Press.

In addition, weekly lists of readings (journal articles, conference papers, web references, book chapters) will be provided.

Equipment and consumables required or provided

Students studying off-campus are required to have the minimum system configuration specified by the Faculty as a condition of accepting admission, and regular Internet access. On-campus students, and those studying at supported study locations may use the facilities available in the computing labs. Information about computer use for students is available from the ITS Student Resource Guide in the Monash University Handbook. You will need to allocate up to 6 hours per week for use of a computer, including time for discussion groups.

Study resources

Study resources we will provide for your study are:

- Weekly detailed lecture notes and slides outlining the learning objectives, discussion of the content, required readings and exercises;
- Weekly tutorial or tasks and exercises;
- Assignment specifications and suggested approaches;
- A sample examination and suggested solutions;
- Access to past examination papers;
- Discussion groups;
- This Unit Guide outlining the administrative information for the unit;
- The unit web site on MUSO/Blackboard, where resources outlined above will be made available.

Assessment

Overview

Practical assignment: 50%

Exam: 50%

Faculty assessment policy

To pass a unit which includes an examination as part of the assessment a student must obtain:

- 40% or more in the unit's examination, and
- 40% or more in the unit's total non-examination assessment, and
- an overall unit mark of 50% or more.

If a student does not achieve 40% or more in the unit examination or the unit non-examination total assessment, and the total mark for the unit is greater than 44% then a mark of no greater than 44-N will be recorded for the unit.

This unit is assessed with two assignments (Note: Assignment 1 is submitted in two parts) and a three-hour closed book examination.

To pass the unit you must obtain:

- 40% or more in the unit's examination;
- 40% or more in the unit's assignments; and
- an overall mark of 50% or more.

If you don't achieve 40% or more in the unit exam and the non-examination assessment, then a mark of no greater than 44% N will be recorded for the unit.

Assignment tasks

Assignment coversheets

Assignment coversheets are available via "Student Forms" on the Faculty website:

<http://www.infotech.monash.edu.au/resources/student/forms/>

You MUST submit a completed coversheet with all assignments, ensuring that the plagiarism declaration section is signed.

Assignment submission and return procedures, and assessment criteria will be specified with each assignment.

• Assignment task 1

Title:

Assignment 1: Case studies and weekly reflections

Description:

Assignment 1 requires you to complete a series of weekly exercises in the form of case studies or reflections related to the week's tutorial topic. Details of this assignment and its assessment criteria are provided in a separate handout.

Assignment 1 is worth 20% of your overall mark in the unit. It is to be submitted in two parts (each

worth 10%). Part I, covering Weeks 2-6, is to be handed in on 28 August, and Part 2, covering Weeks 6-11, on 9 October.

Weighting:

20% (comprising 10% each for Part 1 and Part 2)

Due date:

Part I, covering Weeks 2-6, is to be handed in on 28 August, and Part 2, covering Weeks 6-11, on 9 October.

• **Assignment task 2**

Title:

Assignment 2: Research paper

Description:

Assignment 2 requires you to study in depth one topic of interest within the field of information/IT strategy and governance, and to present your findings as a research paper/ research essay. Details of this assignment and its assessment criteria are provided in a separate handout.

Weighting:

30%

Due date:

Friday, 18 September

Examination

- **Weighting:** 50%

Length: 3 hours

Type (open/closed book): Closed book

See Appendix for End of semester special consideration / deferred exams process.

Due dates and extensions

Please make every effort to submit work by the due dates. It is your responsibility to structure your study program around assignment deadlines, family, work and other commitments. Factors such as normal work pressures, vacations, etc. are not regarded as appropriate reasons for granting extensions. Students are advised to NOT assume that granting of an extension is a matter of course.

Students requesting an extension for any assessment during semester (eg. Assignments, tests or presentations) are required to submit a Special Consideration application form (in-semester exam/assessment task), along with original copies of supporting documentation, directly to their lecturer within two working days before the assessment submission deadline. Lecturers will provide specific outcomes directly to students via email within 2 working days. The lecturer reserves the right to refuse late applications.

A copy of the email or other written communication of an extension must be attached to the assignment submission.

Refer to the Faculty Special consideration webpage or further details and to access application forms:

<http://www.infotech.monash.edu.au/resources/student/equity/special-consideration.html>

Late assignment

Assignments received after the due date, without a prior approved extension, will be subject to a penalty of 20% of possible marks per week overdue.

Return dates

Students can expect assignments to be returned within two weeks of the submission date or after receipt, whichever is later.

Appendix

Please visit the following URL: <http://www.infotech.monash.edu.au/units/appendix.html> for further information about:

- Continuous improvement
- Unit evaluations
- Communication, participation and feedback
- Library access
- Monash University Studies Online (MUSO)
- Plagiarism, cheating and collusion
- Register of counselling about plagiarism
- Non-discriminatory language
- Students with disability
- End of semester special consideration / deferred exams