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FIT5102 IT strategy and governance - Semester 2, 2010

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Introduction

Welcome to FIT5102 IT Strategy and Governance, for Semester 2, 2010.

This 6 point unit is core to the Corporate Information and Knowledge Management professional track of the Master of Business Information Systems (MBIS) program 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 understand:

- the characteristics and limitations of different IT and IKM governance frameworks and strategy perspectives, and how competing perspectives can be reconciled in practice;
- 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;
- 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;
- links between strategy, performance and measurement, and the issues associated with demonstrating the value and benefits of IT and IKM;
- the nature of the IT and IKM regulatory environment and approaches to controlling risk;
- the importance of marketing, leading and championing IT and IKM within the organisation, and of reflective practice.

Contact hours

2 hrs lectures/wk, 2 hrs tutorial/wk
Workload

For on campus students, weekly workload commitments are:

- a two-hour lecture
- a two-hour tutorial (requiring preparation in advance)
- eight 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 completion of 24 points of graduate units from FIT
Teaching and learning method

Teaching approach

Weekly class activities include a two-hour lecture and a two-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.its.monash.edu.au/

Off-Campus Learning or flexible delivery

Lectures are recorded weekly and are available for download or audiostreaming via MULO http://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

<table>
<thead>
<tr>
<th>Week</th>
<th>Date*</th>
<th>Topic</th>
<th>Tutorials</th>
<th>References/Readings</th>
<th>Key dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>19/07/10</td>
<td>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</td>
<td>No tutorials. Tutorials commence in Week 2</td>
<td>Weill &amp; Ross (2004), Chs. 1 &amp; 6 (specific sections); Supplied readings</td>
<td></td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Session Title</td>
<td>Detailed Description</td>
<td>Reading Resources</td>
<td>Tutorials</td>
</tr>
<tr>
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<td>2</td>
<td>26/07/10</td>
<td>Strategic assets and value realisation; IT, information and knowledge as strategic assets</td>
<td>Aligning business strategy and IT/IM strategy</td>
<td>Weill &amp; Ross (2004), Ch. 1; Supplied readings</td>
<td>Tutorials commence in Week 2</td>
</tr>
<tr>
<td>3</td>
<td>02/08/10</td>
<td>What decisions must be made to ensure the strategic use and effective management of IT/information resources?  [Weill &amp; Ross's 5 key IT decision domains]</td>
<td>Demonstrating value: Value chain analysis; value network analysis</td>
<td>Weill &amp; Ross (2004), Ch. 2</td>
<td></td>
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<tr>
<td>4</td>
<td>09/08/10</td>
<td>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]</td>
<td>Demonstrating value: Balanced Scorecard/ IT Balanced Scorecard</td>
<td>Weill &amp; Ross (2004), Chs. 3 &amp; 4</td>
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<tr>
<td>5</td>
<td>16/08/10</td>
<td>IT governance in practice [Case studies of particular organisations and how they link strategy, IT/information governance and performance]</td>
<td>IT governance arrangements case studies</td>
<td>Weill &amp; Ross (2004), Chs. 5, 6 &amp; 7</td>
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<tr>
<td>6</td>
<td>23/08/10</td>
<td>IT governance review. IT and human capital: a framework for understanding information, knowledge and IT strategy and strategic change initiatives</td>
<td>Case studies on IT governance designs for different strategic and structural drivers</td>
<td>Supplied readings</td>
<td></td>
</tr>
<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Case Study/ Reflection/ Research</td>
<td>Due Date/ Tutorials</td>
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<tr>
<td>7</td>
<td>30/08/10</td>
<td>IKM strategies I: Strategies with a primary focus on people, and supporting technologies</td>
<td>Case studies on IT governance in government and not-for-profit organisations</td>
<td>Supplied readings, Part I (Weeks 2-6) (10%), due Thursday, 2 Sept. (in tutorials)</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>06/09/10</td>
<td>IKM strategies II: Strategies with a primary focus on business processes, and supporting technologies</td>
<td>IKM Strategies I: Communities of practice, Storytelling and Social network analysis</td>
<td>Supplied readings</td>
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<tr>
<td>9</td>
<td>13/09/10</td>
<td>IKM strategies III: Strategies with a primary focus on content, and supporting technologies</td>
<td>IKM Strategies II: Action/ After action reviews, Lessons learned and Peer assists</td>
<td>Supplied readings, Research paper (30%) due Thursday, 16 Sept. (in tutorials)</td>
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<tr>
<td>10</td>
<td>20/09/10</td>
<td>Controlling risk in IT and IKM [Legislative and organisational barriers and controls; audits; standards (de jure, de facto); professional certifications]</td>
<td>IKM Strategies III: Knowledge audits and Knowledge mapping</td>
<td>Supplied readings</td>
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<td><strong>Mid semester break</strong></td>
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<td>11</td>
<td>04/10/10</td>
<td>Demonstrating the value/ benefits of IT and IKM: performance measurement approaches and issues</td>
<td>IT governance/ risk management frameworks (CoBIT, ValIT, etc.)</td>
<td>Supplied readings</td>
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<tr>
<td>12</td>
<td>11/10/10</td>
<td>IT strategy: Sourcing, outsourcing and offshoring</td>
<td>Tutorial: IT offshoring issues</td>
<td>Supplied readings</td>
<td></td>
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<tr>
<td>13</td>
<td>18/10/10</td>
<td>Lecture: Review session. Exam preparation</td>
<td>Tutorial: Exam preparation</td>
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*Please note that these dates may only apply to Australian campuses of Monash University. Off-shore students need to check the dates with their unit leader.
Unit Resources

Prescribed text(s) and readings


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:

- IT Governance Institute website (and linked resources):  http://www.itgi.org/

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 tasks and exercises
- Assignment specifications
- 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

Examination (3 hours): 50%; In-semester assessment: 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 50% then a mark of no greater than 49-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.

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 submission and preparation requirements will be detailed in each assignment specification. Submission must be made by the due date otherwise penalties will be enforced. You must negotiate any extensions formally with your campus unit leader via the in-semester special consideration process: http://www.infotech.monash.edu.au/resources/student/equity/special-consideration.html.

- 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 covers Weeks 2-6, and Part 2, Weeks 6-11.

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

  Criteria for assessment:
Assessment criteria are provided in the assignment document.

Due date:
Part I, covering Weeks 2-6, is to be handed in on 2 September, and Part 2, covering Weeks 6-11, on 14 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 IT/IKM 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%

Criteria for assessment:
Assessment criteria are provided in the assignment document.

Due date: Thursday, 16 September

Examination

Weighting: 50%

Length: 3 hours

Type (open/closed book): Closed book

Electronic devices allowed in the exam: None

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](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.

**Feedback**

Types of feedback you can expect to receive in this unit are:

Informal feedback on progress in labs/tutes

Graded assignments with comments
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