FIT5102 IT strategy and governance - Semester 2, 2011

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.

Mode of Delivery

- Caulfield (Off-campus)
- Caulfield (Evening)

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

Chief Examiner

Dr Steven Wright

Campus Lecturer

Caulfield

Dr Dora Constantinidis

Contact hours: TBA
Tutors

Caulfield

Malini Jayaganesh

Hamidreza Pousti (Hamid)

Contact hours: TBA
Academic Overview

Learning Objectives

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.

Graduate Attributes

Monash prepares its graduates to be:

1. responsible and effective global citizens who:
   a. engage in an internationalised world
   b. exhibit cross-cultural competence
   c. demonstrate ethical values

critical and creative scholars who:

   a. produce innovative solutions to problems
   b. apply research skills to a range of challenges
   c. communicate perceptively and effectively

Assessment Summary

Examination (3 hours): 50%; In-semester assessment: 50%

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1: Case studies and weekly reflections</td>
<td>20% (each worth 10%).</td>
<td>Part 1: due in week 6 tutorial, and Part 2: due in week 11 tutorial</td>
</tr>
<tr>
<td>Assignment 2: Research paper</td>
<td>30%</td>
<td>During tutorials of Week 10</td>
</tr>
<tr>
<td>Examination 1</td>
<td>50%</td>
<td>To be advised</td>
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</table>
Teaching Approach

This teaching and learning approach provides facilitated learning, practical exploration and peer learning.

Feedback

Our feedback to You

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

- Informal feedback on progress in labs/tutes
- Graded assignments with comments
- Graded assignments without comments

Your feedback to Us

Monash is committed to excellence in education and regularly seeks feedback from students, employers and staff. One of the key formal ways students have to provide feedback is through SETU, Student Evaluation of Teacher and Unit. The University's student evaluation policy requires that every unit is evaluated each year. Students are strongly encouraged to complete the surveys. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied and areas for improvement.

For more information on Monash's educational strategy, and on student evaluations, see:
http://www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html

Previous Student Evaluations of this unit

If you wish to view how previous students rated this unit, please go to

Required Resources


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.
## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Activities</th>
<th>Assessment</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>No formal assessment or activities are undertaken in week 0</td>
<td></td>
</tr>
<tr>
<td>1</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 business value and measuring performance; The regulatory environment and risk minimisation</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Strategic assets and value realisation; IT, information and knowledge as strategic assets</td>
<td></td>
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<tr>
<td>3</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></td>
</tr>
<tr>
<td>4</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></td>
</tr>
<tr>
<td>5</td>
<td>IT governance in practice [Case studies of particular organisations and how they link strategy, IT/information governance and performance]</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>IT governance review. IT and human capital: a framework for understanding information, knowledge and IT strategy and strategic change initiatives</td>
<td>Part 1 of Assignment 1: Covering weeks 1-5 due during Week 6 tutorials</td>
</tr>
<tr>
<td>7</td>
<td>IKM strategies I: Strategies with a primary focus on people, and supporting technologies</td>
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<tr>
<td>8</td>
<td>IKM strategies II: Strategies with a primary focus on business processes, and supporting technologies</td>
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<tr>
<td>9</td>
<td>IKM strategies III: Strategies with a primary focus on content, and supporting technologies</td>
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<tr>
<td>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>Assignment 2: Research Paper due during Week 10 tutorials</td>
</tr>
<tr>
<td>11</td>
<td>Demonstrating the value/ benefits of IT and IKM: performance measurement approaches and issues</td>
<td>Part 2 of Assignment 1: Covering Weeks 5-10 due during Week 11 tutorials</td>
</tr>
<tr>
<td>12</td>
<td>IT strategy: Sourcing, outsourcing and offshoring AND: Review session. Exam preparation</td>
<td>No formal assessment is undertaken in SWOT VAC</td>
</tr>
</tbody>
</table>
Unit Schedule

*Unit Schedule details will be maintained and communicated to you via your MUSO (Blackboard or Moodle) learning system.
Assessment Requirements

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

Assessment Tasks

Participation

• Assessment 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 1-5, and
♦ Part 2, Weeks 6-10.

Weighting:
20% (each worth 10%).

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

Due date:
Part 1: due in week 6 tutorial, and Part 2: due in week 11 tutorial

• Assessment 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.

Briefly, level of analysis and further research will be assessed.

Due date:
During tutorials of Week 10

Examinations

• Examination 1

Weighting:
50%

Length:
3 hours

Type (open/closed book):
Closed book

Electronic devices allowed in the exam:
None

Assignment submission

It is a University requirement (http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-procedures.html) for students to submit an assignment coversheet for each assessment item. Faculty Assignment coversheets can be found at http://www.infotech.monash.edu.au/resources/student/forms/. Please check with your Lecturer on the submission method for your assignment coversheet (e.g. attach a file to the online assignment submission, hand-in a hard copy, or use an online quiz).

Extensions and penalties

Submission must be made by the due date otherwise penalties will be enforced.


Returning assignments

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

Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and to provide advice on how they might uphold them. You can find Monash's Education Policies at: http://policy.monash.edu.au/policy-bank/academic/education/index.html

Key educational policies include:

- Plagiarism (http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-policy.html)
- Special Consideration (http://www.policy.monash.edu/policy-bank/academic/education/assessment/special-consideration-policy.html)
- Grading Scale (http://www.policy.monash.edu/policy-bank/academic/education/assessment/grading-scale-policy.html)
- Discipline: Student Policy (http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-discipline-policy.html)
- Academic Calendar and Semesters (http://www.monash.edu.au/students/key-dates/)
- Orientation and Transition (http://www.infotech.monash.edu.au/resources/student/orientation/)
- and

Student services

The University provides many different kinds of support services for you. Contact your tutor if you need advice and see the range of services available at www.monash.edu.au/students. The Monash University Library provides a range of services and resources that enable you to save time and be more effective in your learning and research. Go to http://www.lib.monash.edu.au or the library tab in my.monash portal for more information. Students who have a disability or medical condition are welcome to contact the Disability Liaison Unit to discuss academic support services. Disability Liaison Officers (DLOs) visit all Victorian campuses on a regular basis.

- Website: http://adm.monash.edu/sss/equity-diversity/disability-liaison/index.html
- Telephone: 03 9905 5704 to book an appointment with a DLO
- Email: dlu@monash.edu
- Drop In: Equity and Diversity Centre, Level 1 Gallery Building (Building 55), Monash University, Clayton Campus.

READING LIST:

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


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