FIT5102
IT strategy and governance

Unit Guide

Semester 2, 2013

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.

Last updated: 17 Jul 2013
# Table of Contents

 FIT5102 IT strategy and governance - Semester 2, 2013 ................................................................. 1
    Mode of Delivery ................................................................. 1
    Contact Hours ................................................................. 1
    Workload requirements ....................................................... 1
    Unit Relationships .............................................................. 1
    Prerequisites ........................................................................... 1

 Chief Examiner ............................................................................. 1
 Campus Lecturer ........................................................................... 1
    Caulfield ................................................................................ 2
 Tutors .......................................................................................... 2
    Caulfield ................................................................................ 2
    Sunway ................................................................................... 2

 Academic Overview ........................................................................ 3
    Learning Outcomes .................................................................. 3

 Unit Schedule .................................................................................. 4
    Assessment Summary ............................................................. 5
    Teaching Approach .................................................................. 5

 Assessment Requirements ......................................................... 6
    Assessment Policy ................................................................... 6
    Assessment Tasks ................................................................... 6
    Participation ............................................................................ 6

 Examinations ................................................................................ 7
    Examination 1 ....................................................................... 7

 Learning resources ........................................................................ 7

 Reading list .................................................................................. 7

 Feedback to you .......................................................................... 8

 Extensions and penalties ............................................................ 8

 Returning assignments .............................................................. 8

 Assignment submission ............................................................ 8

 Online submission ....................................................................... 8

 Required Resources ..................................................................... 8
    Prescribed text(s) .................................................................. 8

 Other Information ......................................................................... 10
    Policies .................................................................................... 10
    Graduate Attributes Policy ..................................................... 10

 Student services ........................................................................... 10

 Monash University Library ........................................................ 10

 Disability Liaison Unit ............................................................... 11

 Your feedback to Us .................................................................... 11

 Previous Student Evaluations of this Unit ................................. 11
FIT5102 IT strategy and governance - Semester 2, 2013

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 (Day)
- Caulfield (Off-campus)
- Sunway (Evening)

Contact Hours

2 hrs lectures/wk, 2 hrs tutorial/wk

Workload requirements

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

Professor Frada Burstein

Campus Lecturer
Caulfield

Dr Dora Constantinidis

Consultation hours: TBA

Tutors

Caulfield

Hamidreza Pousti (Hamid)

Consultation hours: TBA

Dora Constantinidis

Consultation hours: TBA

Sunway

Anushia Inthiran

Consultation hours: TBA
Academic Overview

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.
## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Activities</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>No formal assessment or activities are undertaken in week 0</td>
<td>No formal assessment or activities are undertaken in week 0</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>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</td>
</tr>
<tr>
<td>2</td>
<td>Strategic assets and value realisation; IT, information and knowledge as strategic assets</td>
<td>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</td>
</tr>
<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>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</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>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</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>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</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>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</td>
</tr>
<tr>
<td>7</td>
<td>IKM strategies I: Strategies with a primary focus on people, and supporting technologies</td>
<td>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</td>
</tr>
<tr>
<td>8</td>
<td>IKM strategies II: Strategies with a primary focus on business processes, and supporting technologies</td>
<td>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</td>
</tr>
<tr>
<td>9</td>
<td>IKM strategies III: Strategies with a primary focus on content, and supporting technologies</td>
<td>Assessment Task 1, Assignment 1 - Part 1: Covering weeks 1-5 due in Week 6 tutorial</td>
</tr>
<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>Assignment Task 1, Assignment 1 - Part 2: Covering Weeks 6-10 due in Week 11 tutorials</td>
</tr>
<tr>
<td>12</td>
<td>IT strategy: Sourcing, outsourcing and offshoring AND: Review session. Exam preparation</td>
<td>Assessment Task 1, Assignment 1 - Part 2: Covering Weeks 6-10 due in Week 11 tutorials</td>
</tr>
<tr>
<td>SWOT VAC</td>
<td>No formal assessment is undertaken in SWOT VAC</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 learning system.

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>
</tr>
</tbody>
</table>

Teaching Approach

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

Assessment Policy

Faculty Policy - Unit Assessment Hurdles

Academic Integrity - Please see the Demystifying Citing and Referencing tutorial at
http://lib.monash.edu/tutorials/citing/

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.

  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:**
  Level of analysis and further research will be assessed.
  Details of this assignment and its assessment criteria are provided in a separate handout.

  **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:**
  In this assignment you are required 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.

  **Weighting:**
  30%

  **Criteria for assessment:**
  Level of analysis and further research will be assessed.
  Details of this assignment and its assessment criteria are provided in a separate handout.

  **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

Learning resources

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/](http://www.itgi.org/)

Monash Library Unit Reading List
[http://readinglists.lib.monash.edu/index.html](http://readinglists.lib.monash.edu/index.html)
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

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.

Assignment submission

It is a University requirement ([http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-procedures.html](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/](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). Please note that it is your responsibility to retain copies of your assessments.

Online submission

If Electronic Submission has been approved for your unit, please submit your work via the learning system for this unit, which you can access via links in the my.monash portal.

Required Resources

Please check with your lecturer before purchasing any Required Resources. Limited copies of prescribed texts are available for you to borrow in the library, and prescribed software is available in student labs.

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.

Prescribed text(s)

Limited copies of prescribed texts are available for you to borrow in the library.

Weill, Peter, & Ross, Jeanne W. (2004). *IT governance: How top performers manage IT decision rights*
Assessment Requirements

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:

Key educational policies include:

- Academic integrity;
  http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-academic-integrity-policy.html
- Assessment in Coursework Programs;
- 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/dates/
- Orientation and Transition; http://intranet.monash.edu.au/infotech/resources/students/orientation/
- Academic and Administrative Complaints and Grievances Policy;
  http://www.policy.monash.edu/policy-bank/academic/education/management/complaints-grievance-policy.html
- Code of Practice for Teaching and Learning;
- Graduate Attributes Policy
  http://www.policy.monash.edu/policy-bank/academic/education/management/monash-graduate-attributes-policy.html

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 http://www.monash.edu.au/students. For Sunway see http://www.monash.edu.my/Student-services, and for South Africa see http://www.monash.ac.za/current/.

Monash University Library

The Monash University Library provides a range of services, resources and programs that enable you to save time and be more effective in your learning and research. Go to www.lib.monash.edu.au or the library tab in my.monash portal for more information. At Sunway, visit the Library and Learning Commons at http://www.lib.monash.edu.my/. At South Africa visit http://www.lib.monash.ac.za/.
Disability Liaison Unit

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://www.monash.edu/equity-diversity/disability/index.html
Telephone: 03 9905 5704 to book an appointment with a DLO; or contact the Student Advisor, Student Community Services at 03 55146018 at Sunway
Email: dlu@monash.edu
Drop In: Equity and Diversity Centre, Level 1, Building 55, Clayton Campus, or Student Community Services Department, Level 2, Building 2, Monash University, Sunway Campus

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 the Student Evaluation of Teaching and Units (SETU) survey. 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, see:
www.monash.edu.au/about/monash-directions and on student evaluations, see:
www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html

Previous Student Evaluations of this Unit

Previous feedback has highlighted the usefulness of analysing case studies to apply theory to practice. Where possible case studies and reference to practical applications of theory will continue to be highlighted to students. A process of peer learning will be established during the semester for the opportunity of students to share their practical experience in organisations for the purposes of learning about the theory in practice.

If you wish to view how previous students rated this unit, please go to https://emuapps.monash.edu.au/unitevaluations/index.jsp