

**FIT3136**  
**IT governance and strategy for business**

**Unit Guide**

**Semester 2, 2014**

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# **FIT3136 IT governance and strategy for business - Semester 2, 2014**

This unit provides students with an understanding of how to manage and govern the IT function in business organisations. It builds on themes relating to managing IT as an organisational resource and discusses IT function from strategy and governance perspectives. The unit also emphasises the relationship between theoretical knowledge and its practical application using cases and real examples.

Core concepts discussed in this unit include the strategic context of IT management, alignment between business strategy and IT strategy, IT governance processes, various types of IT processes, organising and managing the IT function (including the role of the CIO), legal and ethical concerns of IT, evaluating IT portfolio management, IT provisioning issues, including outsourcing.

## **Mode of Delivery**

Clayton (Day)

## **Workload Requirements**

Minimum total expected workload equals 12 hours per week comprising:

(a.) Contact hours for on-campus students:

- Two hours of lectures
- One 2-hour tutorial

(b.) Additional requirements (all students):

- A minimum of 8 hours independent study per week for completing tutorial and project work, private study and revision.

## **Unit Relationships**

### **Prohibitions**

FIT3066, [FIT3019](#)

### **Prerequisites**

Completion of 24 points of second year IT units

### **Chief Examiner**

[Dr Mahbubur Rahim](#)

## **Campus Lecturer**

### **Clayton**

**Dr MD Mahbubur Rahim**

## **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/](http://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](http://www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html)

## **Previous Student Evaluations of this Unit**

Student feedback has indicated that this unit is well structured. Drawing on the feedback, improvements and extensions have been made in such areas as IT governance, strategic contexts of organisations and IT, and IT strategy alignment.

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

# Academic Overview

## Learning Outcomes

At the completion of this unit student will have -A knowledge and understanding of:

- strategic contexts of IT management;
- alignment between business strategy and IT strategy;
- forms of IT governance;
- various types of IT processes;
- organising and managing IT function (including role of CIO);
- legal and ethical concerns of IT;
- evaluating IT portfolio management;
- IT provisioning issues including IT outsourcing.

Developed attitudes that enable them to:

- develop an ability to identify and manage changes in IT strategy due to changes in business strategy;
- recognise the need to assess the socio-political motivations for evaluating IT business value and IT outsourcing decisions;
- critically assess the legal and ethical issues associated with managing and governing IT resources.

Developed the skills to:

- prepare IT strategy in alignment with business strategy;
- prepare IT outsourcing policies;
- develop a mindset of ethical practice in managing IT resources.

## Unit Schedule

Week	Activities	Assessment
0		No formal assessment or activities are undertaken in week 0
1	Strategic contexts of organisations	Tutorials begin in Week 1
2	IT strategy and business strategy	
3	IT strategy alignment	
4	IT governance	
5	IT governance (continued from Week 4)	
6	IT processes	
7	IT systems success and failure	Assignment 1 is Due
8	Funding IT function	
9	IT outsourcing	
10	Legal issues with IT	
11	Legal issues with IT and Green IT	
12	Unit review and exam discussion	Assignment 2 is Due
	SWOT VAC	No formal assessment is undertaken in SWOT VAC
	Examination period	LINK to Assessment Policy: <a href="http://policy.monash.edu.au/policy-bank/academic/education/assessment/assessment-in-coursework-policy.html">http://policy.monash.edu.au/policy-bank/academic/education/assessment/assessment-in-coursework-policy.html</a>

\*Unit Schedule details will be maintained and communicated to you via your learning system.

## Teaching Approach

### Lecture and tutorials or problem classes

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

### Assessment Summary

Examination (3 hours): 60%; In-semester assessment: 40%

Assessment Task	Value	Due Date
Assignment 1 - Implementation of ITIL initiative at a Large Organisation	20%	Friday 12 September 2014
Assignment 2 - Evaluating IT systems failure	20%	Friday 24 October 2014
Examination 1	60%	To be advised

# Assessment Requirements

## Assessment Policy

Faculty Policy - Unit Assessment Hurdles

(<http://intranet.monash.edu.au/infotech/resources/staff/edgov/policies/assessment-examinations/assessment-hurdles>)

Academic Integrity - Please see resources and tutorials at

<http://www.monash.edu/library/skills/resources/tutorials/academic-integrity/>

## Assessment Tasks

### Participation

#### • Assessment task 1

**Title:**

Assignment 1 - Implementation of ITIL initiative at a Large Organisation

**Description:**

Assignment 1 aims at determining students' understanding about the ITIL, a major IT governance framework, commonly used by organisations across many industries worldwide. Students will be asked to read a case report on the ITIL implementation initiative at a large organisation, and then drawing on the theoretical constructs involved in ITIL, students are required to rigorously analyse the ITIL experience of the organisation. In particular, students are asked to prepare their insightful views on strategic motivations, barriers, impact, and facilitating factors influencing the ITIL implementation initiative in the case study organisation and relate them with the views of scholars discussed in the IT governance literature.

**Weighting:**

20%

**Criteria for assessment:**

This assignment will be evaluated in terms of:

- ◆ completeness of arguments
- ◆ correctness of arguments
- ◆ richness of arguments
- ◆ clarity of expression
- ◆ and use of appropriate references to support arguments.

**Due date:**

Friday 12 September 2014

#### • Assessment task 2

**Title:**

Assignment 2 - Evaluating IT systems failure

**Description:**

This assignment is designed to test students' understanding about the factors that contribute to the failure of large scale; complex IT systems in organisations. A case study report describing the failure of a complex IT system would be provided to the students. Students are required to apply a number of theoretical frameworks (which are discussed in this unit) to the context of the case report, and then make an insightful analysis. Students are further expected to consult a number of scholarly sources, as directed by the

## Assessment Requirements

lecturer, to compare their analysis with the broader views on IT systems failure discussed in the IT literature.

**Weighting:**

20%

**Criteria for assessment:**

This assignment will be evaluated in terms of:

- ◆ completeness of arguments
- ◆ correctness of arguments
- ◆ richness of arguments
- ◆ clarity of expression
- ◆ and use of appropriate references to support arguments.

**Due date:**

Friday 24 October 2014

## Examinations

• **Examination 1**

**Weighting:**

60%

**Length:**

3 hours

**Type (open/closed book):**

Closed book

**Electronic devices allowed in the exam:**

None

**Remarks:**

Examination paper will have three parts: multiple choice questions, mini-cases, and discussion questions.

## Learning resources

### Reading list

There is no prescribed text for this unit. Each week, students will be given a reference list of useful background materials. However, parts of several chapters of the following textbooks are relevant:

1. Jerry Luftman et al. (2004) Managing the IT resource, Pearson Prentice Hall, 1st Edition, Chapters 1, 4, 5, 8 and 11
2. Carrol Frenzel and John Frenzel (2004) Management of IT, Thomson Course Technology, 4th Edition, Chapters 10 and 18
3. Rainer, Turban and Potter (2007) Introduction to information systems: supporting and transforming business, John Wiley & Sons, Chapter 10
4. Keri Pearlson and Carol Saunders (2004) Managing and using information systems: A strategic approach, John Wiley & Sons, 2nd Edition, Chapter 9

Monash Library Unit Reading List (if applicable to the unit)

<http://readinglists.lib.monash.edu/index.html>



## Feedback to you

Examination/other end-of-semester assessment feedback may take the form of feedback classes, provision of sample answers or other group feedback after official results have been published. Please check with your lecturer on the feedback provided and take advantage of this prior to requesting individual consultations with staff. If your unit has an examination, you may request to view your examination script booklet, see <http://intranet.monash.edu.au/infotech/resources/students/procedures/request-to-view-exam-scripts.html>

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

- Graded assignments with comments
- Solutions to tutes, labs and assignments

## Extensions and penalties

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.monash.edu.au/exams/special-consideration.html>

## Returning assignments

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

## Referencing requirements

Harvard style referencing is preferred for assignments.

## Assignment submission

It is a University requirement

(<http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-academic-integrity-managing-pla>) 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). 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.

## 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:

[www.policy.monash.edu.au/policy-bank/academic/education/index.html](http://www.policy.monash.edu.au/policy-bank/academic/education/index.html)

Key educational policies include:

- Student Academic Integrity Policy and Student Academic Integrity: Managing Plagiarism and Collusion Procedures ;  
<http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-academic-integrity-policy.h>
- Assessment in Coursework Programs;  
<http://www.policy.monash.edu/policy-bank/academic/education/assessment/assessment-in-coursework-po>
- Special Consideration;  
<http://www.policy.monash.edu/policy-bank/academic/education/assessment/special-consideration-policy.ht>
- 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.h>

### Faculty resources and policies

Important student resources including Faculty policies are located at

<http://intranet.monash.edu.au/infotech/resources/students/>

### Graduate Attributes Policy

<http://www.policy.monash.edu/policy-bank/academic/education/management/monash-graduate-attributes-policy.h>

### Student Charter

[www.opq.monash.edu.au/ep/student-charter/monash-university-student-charter.html](http://www.opq.monash.edu.au/ep/student-charter/monash-university-student-charter.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 Malaysia 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](http://www.lib.monash.edu.au) or the library tab in [my.monash](http://my.monash) portal for more information. At Malaysia, 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 Malaysia
- Email: [dlu@monash.edu](mailto: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, Malaysia Campus