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FIT5102 IT strategy and governance - Semester 2, 2015

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 (Online)

Workload Requirements

Minimum total expected workload equals 12 hours per week comprising:

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

- 2 hours of lectures
- One 2-hour laboratory

(b.) Study schedule for off-campus students:

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

(c.) Additional requirements (all students):

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

See also Unit timetable information

Chief Examiner

Dr Martin Atchison

Campus Lecturer

Caulfield

Dr Martin Atchison

Consultation hours: TBA
Tutors

Caulfield

Dora Constantinidis

Consultation hours: TBA

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
Academic Overview

Learning Outcomes

On successful completion of this unit, students should be able to:

- describe the characteristics and limitations of different IT and IKM governance frameworks and strategy perspectives, and how competing perspectives can be reconciled in practice;
- evaluate 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;
- analyse 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;
- analyse links between strategy, performance and measurement, and the issues associated with demonstrating the value and benefits of IT and IKM;
- describe the nature of the IT and IKM regulatory environment and approaches to controlling risk;
- evaluate 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></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>Assignment 1 Student class contributions and weekly reflections - Carried out and assessed throughout Week 2- Week 11 of semester</td>
</tr>
<tr>
<td>2</td>
<td>Strategic assets and value realisation; IT, information and knowledge as strategic assets</td>
<td>Assignment 2 handed out</td>
</tr>
<tr>
<td>3</td>
<td>Organizational IT Strategy: What decisions must be made to ensure the strategic use and effective management of IT/information/systems resources?</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Who should make decisions relating to IT/information/systems 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>Assignment 3 handed out</td>
</tr>
<tr>
<td>7</td>
<td>Organizational information and governance strategies 1: People and organizational issues</td>
<td>Assignment 2: IT Strategy Research paper due in tutorial</td>
</tr>
<tr>
<td>8</td>
<td>Organizational information and governance strategies II: Business process and systems issues</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Organizational information and governance strategies III: Technology issues</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Controlling risk in IT, IS and IM [Legislative and organisational barriers and controls; audits; standards (de jure, de facto); professional certifications]</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Demonstrating the value/ benefits of IT, IS and IM: performance measurement approaches and issues</td>
<td>Assignment 3: IT Governance research paper due</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>
<tr>
<td>Examination period</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Unit Schedule

*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): 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: Student class contributions and weekly reflections</td>
<td>10%</td>
<td>Carried out and assessed throughout Week 2-Week 11 of semester</td>
</tr>
<tr>
<td>Assignment 2: IT Strategy Research paper</td>
<td>20%</td>
<td>Week 7 tutorial</td>
</tr>
<tr>
<td>Assignment 3: IT Governance research paper</td>
<td>20%</td>
<td></td>
</tr>
<tr>
<td>Examination 1</td>
<td>50%</td>
<td>To be advised</td>
</tr>
</tbody>
</table>
Assessment Requirements

Assessment Policy

Faculty Policy - Unit 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: Student class contributions and weekly reflections
  Description: Assignment 1 requires you to participate in and contribute to class discussions. Students will be required to complete weekly exercises in the form of case studies or reflections related to the week's tutorial topic
  Weighting: 10%
  Criteria for assessment:

  Quantity and quality of input to tutorial classes will be assessed by both the tutor and the other students
  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: Carried out and assessed throughout Week 2- Week 11 of semester

• Assessment task 2

  Title: Assignment 2: IT Strategy Research paper
  Description: In this assignment you are required to study in-depth one topic of interest within the field of IT strategy, and to present your findings as a research paper/research essay.
  Weighting: 20%
  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: Week 7 tutorial
Title: Assignment 3: IT Governance research paper

Description: In this assignment you are required to study in-depth one topic of interest within the field of IT governance, and to present your findings as a research paper/research essay.

Weighting: 20%

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:

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/
Assessment Requirements


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

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](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.

Assignment submission

It is a University requirement 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 electronic submission). 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.
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

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.html

Student Charter


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 or the library tab in 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
- 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