KXI753 Information Systems Strategy Formulation

Semester 1, 2008
Sandy Bay Campus, Hobart

Unit Coordinator

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UNIT OVERVIEW

Introduction

This is an elective unit offered in the Bachelor of Information Systems Masters program. It is designed to lead to an understanding of the business value to be gained through the application of information technology in organisations.

This unit aims to convey an understand of the role that managers play in the development of strategic directions through information systems planning. It examines how information technology strategic directions can be integrated with an organisation’s business planning, and considers a range of analysis techniques, tools and methodologies appropriate for the formulation of information systems strategy.

The unit covers strategic planning concepts and limitations; strategic alignment; establishing an IS strategic planning process; marketing IS strategic planning internally; assessing current situation and future requirements; achieving future requirements; analysis techniques and tools; the applications portfolio; organisational and resource issues; managing technology investments; IT control frameworks.

Prerequisites

None

Unit Weight

12.5% of one academic year

Teaching Pattern

Nine workshops of three hours per week from week 3 (week starting 11 March).

Unit Content

Additional resources will be provided through MyLO and in the workshops.
<table>
<thead>
<tr>
<th>Workshop</th>
<th>Topic</th>
<th>Resources to be read before workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>A strategic plan</td>
<td>What is an IS/IT strategic plan? What does it look like? What does it include? What do you do with it? Why do one? <strong>Case study</strong> Queensland Department of Main Roads (provided in workshop)</td>
</tr>
<tr>
<td>3</td>
<td>Conceiving the strategy</td>
<td>IT/ business alignment IT and organisations Basic organisational change <strong>Case study</strong> Strategic Planning process at Celerity Enterprises Celerity Enterprises case study (provided on MyLO)</td>
</tr>
<tr>
<td>4</td>
<td>Assessing the current situation</td>
<td>Issues to consider and techniques Legal and other external issues <strong>Case study</strong> Analysing the current situation at NZ Milk Standards and standardisation NZ Milk Case Study (provided on MyLO)</td>
</tr>
<tr>
<td>5</td>
<td>Visualising future requirements</td>
<td>Issues and techniques Review questions to be handed in Enterprise Architecture Assignment 1 due Monday April 13 12 noon Review questions provided in class</td>
</tr>
<tr>
<td>6</td>
<td>Translating strategies into action</td>
<td>Project scoping, managing project portfolios Managing applications portfolios Service level agreements Information Asset Management IT Control frameworks <strong>Case study</strong> ICT in manufacturing: Gearbox China Andrew McAfee, “Mastering the three worlds of information technology” <em>Harvard Business Review</em> November 2006 (from university library) Gearbox case study (provided on MyLO)</td>
</tr>
<tr>
<td>7</td>
<td>Governance</td>
<td>Sourcing strategies Centralisation vs decentralisation <strong>Case study</strong> SA Water Case study (provided on MyLO) Nolan, R and McFarlan, FW. (2005) Information Technology and the Board of Directors”, <em>Harvard</em></td>
</tr>
<tr>
<td>Case study</td>
<td>Business Review, (October 2005) (from university library)</td>
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<tr>
<td>------------</td>
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<tr>
<td>Governance of IT strategies at South Australia Water</td>
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<tr>
<td>Realising strategic change</td>
<td>Case Study: The relationship between BPR and ERP Systems: A failed project (available on MyLO)</td>
<td></td>
</tr>
<tr>
<td>Achieving commitment, organisational change processes Process improvement approaches/ BPR The agile organisation/ encouraging internal innovation</td>
<td>The magic bullet theory of IT-enabled transformation M Lynne Markus and Robert J Benjamin Sloan Management Review winter 1997 (from university library)</td>
<td></td>
</tr>
<tr>
<td>Case study IT and organisational change – Learning from another organisation's mistakes</td>
<td></td>
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</tr>
<tr>
<td>Whole of Government IS/IT strategic plans and planning Major issues and considerations Developing a whole of government IT strategic plan Policies and strategies</td>
<td>Please choose one of the following:</td>
<td></td>
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</tbody>
</table>

For more information see the section titled 'Content' on the unit website.

**Prior Knowledge and/or Skills**

Students are expected to have:
- computer literacy skills, including the ability to use Mylo
- skills in finding and using information in a paper or electronic form
- graduate level skills in written and spoken English
- some competence in analysis and synthesis.

**Learning Outcomes**

On successful completion of this unit, you will be able to: 1. Exhibit an understanding of management’s role in the development of strategic directions through information systems planning 2. Demonstrate an awareness of how IT strategic directions can be integrated with an organisation’s business planning 3. Demonstrate a familiarity with a range of analysis techniques, tools and methodologies appropriate for the formulation of IT strategy 4. Recognise and identify a range of emerging technologies and trends with technological implications, which provide strategic opportunities and be able to communicate these effectively to others.

**Generic graduate attributes**

The university has defined a set of generic graduate attributes expected in its graduates. [http://www.utas.edu.au/policy/subject.html#graduates](http://www.utas.edu.au/policy/subject.html#graduates) Your course is designed to enable you to develop generic skills that are valued in, and expected of, graduates. These are skills that you will need to develop over time. Hence you are encouraged to look for opportunities, as you study each unit, to reflect on and improve these skills.

By undertaking this unit you should make progress in attaining the following attributes.

**Knowledge**
- Apply appropriate technical and information skills
- Identify, evaluate and implement personal learning strategies
- Learn both independently and cooperatively
- Learn new skills and apply learning to new and unexpected situations
- Recognise opportunities

**Communication skills**
- Demonstrate oral and written communication
• Use the medium and form of communication appropriate for a given situation
• Present well-reasoned arguments, using technology as appropriate
• Access, organise and present information, particularly through technology-based activity
• Listen to and evaluate the views of others

Problem-solving skills
• Conceptualise problems and formulate a range of solutions
• Work effectively with others
• Find, acquire, evaluate, manage and use relevant information in a range of media

Global perspective
• Demonstrate an awareness of the local and global context of their discipline or professional area
• Function in a multicultural or global context

Social responsibility
• Acknowledge the social and ethical implications of their actions
• Appreciate the impact of social change
• Be committed to access and equity principles in their discipline or professional area, and society in general

UNIT ASSESSMENT

Assessment Pattern
Internal (100%)

Assessment Summary

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assignment 1 - Research and analysis</td>
<td>40%</td>
<td>14 April 2008, 3pm</td>
</tr>
<tr>
<td>Assignment 2 - Practical exercise</td>
<td>40%</td>
<td>Bring to workshop 10</td>
</tr>
<tr>
<td>Active participation in workshops</td>
<td>20%</td>
<td>All workshops</td>
</tr>
</tbody>
</table>

Assessment Items

Item 1  Title: Assignment 1 - Research and analysis  
Type: In-Semester - individual assignment  
Task Length: not applicable  
Weighting: 40%  
Links to Learning Outcomes: All  
Due: 14 April 2008, 3pm  
Description: Assignment handed out in workshop 2. It’s about the implications of the technology, not the technology itself. Here are some specific questions you might like to consider:  
• What are the management implications if individuals use their own USB sticks or other portable media?  
• Will clients wish to interact with an organisation using SMS or instant messaging?  
• How could peoples’ personal mobile phone usage and work related communications interrelate? What type of connections could there be between individuals’ communications and internal enterprise systems?  
• What privacy and security issues need to be considered?  

These questions will be focused on a particular case study, as described in the assignment sheet handed out in workshop 2.

Item 2  Title: Assignment 2 - Practical exercise  
Type: In-Semester - individual assignment  
Task Length: not applicable  
Weighting: 40%  
Links to Learning Outcomes: all  
Due: Bring to workshop 10  
Description: Handed out in workshop 9, due a week later. Based on a case study examined in the workshops.

Item 3  Title: Active participation in workshops  
Type: In-Semester - individual assignment  
Task Length: not applicable  
Weighting: 20%  
Links to Learning Outcomes: All  
Due: All workshops  
Description: Read required material ready for workshop discussions. Active involvement in workshop activities. Completion of group workshop exercises (handed in at end of workshops 2 and 5).

See the ‘Assessment’ section in unit website for more detailed information about assessment items.

How your Final Grade will be determined
Overall assessment will be based on the student's performance throughout the semester. In order to achieve a pass (or better) result, a student must obtain:
• at least 45% of the mark for assessment item 1
• at least 45% of the combined mark for assessment item 2 & 3
• at least 50% of the overall mark

UNIT RESOURCES

Unit Web Site

This unit is Web Supplemented. This means that the use of the Web is optional for this unit. The unit website contains unit information and resources.
The unit website is accessed from http://www.utas.edu.au/coursesonline/. You will need to use your university email pop account username and password to log on to the MyLO system. Once authenticated by the system your personalised MyLO Learning Online area will be displayed. It contains links to the websites that you have permission to access - including the website for this unit.
If you are not able to access the unit website, please contact the University IT help desk:
Entrance Level, Morris Miller Library, Sandy Bay Campus;
Entrance Level, Launceston Campus Library, Newnham Campus.
Telephone: 6226 1818 and 1300 304 903.
The 1300 number is a local call from within Tas, with the exception of mobiles.
Email: servicedesk@utas.edu.au
Website: http://www.utas.edu.au/servicedesk/student/index.html

Prescribed Text

None

Readings

Please refer to the unit schedule for the readings that are expected each week of the course and the references used.

General useful references include the following.


Tuesday’s The Australian IT section (newspaper or via http://australianit.news.com.au/ )

Software

The software that you will need to access the unit website and to study this unit, including general purpose software such as word processors, is provided on the computers in the School’s computing labs. If you intend to use software on other computers please check that the versions are compatible.

GENERAL RESOURCES

School Website

School of Computing and Information Systems - Faculty of Science, Engineering, and Technology.
http://www.cis.utas.edu.au

Faculty Website

Information and Resources for Faculty of Science, Engineering and Technology students are available on the faculty website at: http://www.utas.edu.au/scieng

University Website

Information and Resources for 'Current Students' are available on the university website at:
http://www.utas.edu.au/students/

School Help Desk

Contact the School Help Desk if you have any queries or problems with accessing, using, or printing from the
computers in the School of Computing and Information Systems labs.

In Hobart the Help Desk is located on level 3 in the Centenary building, and is open from 10:00am-12:00pm, and 2:00pm-4:00pm Monday- Friday. The phone number is 62262929.

In Launceston the Help Desk is located near the entrance to the computing labs and is open from 10:00am-12:00pm, and 2:00pm-4:00pm Monday-Friday. The phone number is 6324 3447.

Both help desks will accept queries over the phone outside the standard opening hours.

The computer labs at the Cradle Coast Campus are maintained by ITR - please contact the University Help Desk for assistance with these computers.

**Computing Facilities**

The School has PC labs (running Windows XP), Mac labs (running Mac OS X 10.5), and special purpose Networking labs at the Newnham and Sandy Bay campuses. All students are provided with logins for Windows, Macintosh and Unix environments. If you have not used these facilities before please contact the School Help Desk to collect your account details. If you would like to access these facilities after hours please contact the School Help Desk.

In Hobart, there are 3 PC labs, 2 Mac Labs, and 1 Networks lab in the Centenary building, and 3 PC labs in the CIS building. In Launceston, there are 2 PC labs, 1 Mac Lab, 1 Networks lab, and one multipurpose lab in Building V.

**Use of Facilities**

Use of computing facilities provided by the School is subject to the School's Ethics Guidelines, details of which are posted at [http://www.cis.utas.edu.au/cisview/ethics.jsp](http://www.cis.utas.edu.au/cisview/ethics.jsp). Copies of the guidelines are also available in all School labs. The School's facilities may only be used for study-related purposes, and may not be used for personal gain. Anti-social behaviour in labs such as game playing, viewing pornography, loud discussion, audio without the use of headphones, etc is strictly prohibited in all labs at all times. Eating, drinking, and smoking is not permitted in the labs. Before being granted access to the School's facilities, you will be required to sign a declaration that you have read and understand these guidelines, and that you will abide by them. Disciplinary action may be taken against students who violate the guidelines.

**Learning Strategies**

If you need assistance in preparing for study please refer to your tutor or lecturer. For additional information refer to the Learning Development website: [http://www.utas.edu.au/learndev/](http://www.utas.edu.au/learndev/)

If you will be using MyLO for the first time and would like some information on how to use MyLO refer to the following website: [http://www.utas.edu.au/coursesonline/mylo-support.htm](http://www.utas.edu.au/coursesonline/mylo-support.htm)

Some of the units you will study use videoconferencing to deliver lectures and tutorials. To enable you to get the best out of a videoconference please refer to the following guide: [http://www.its.utas.edu.au/videoconf/vcstudentguide.pdf](http://www.its.utas.edu.au/videoconf/vcstudentguide.pdf)

**Help resolving concerns about this unit**

In the first instance you should contact your lecturer. If the matter is not resolved then you should contact the Head of School. If the matter is still unresolved and you would like to know who to contact or the procedures for resolving your concern refer to the following website: [http://acserv.admin.utas.edu.au/complaints_info.html](http://acserv.admin.utas.edu.au/complaints_info.html)

The Hobart based Tasmanian University Union (TUU) or the Launceston/Burnie based Student Association (SA) may also be able to assist.

The School reserves the right to alter the details contained in this Unit Outline. Students will be advised of changes to the outline via their University email account and it remains the responsibility of the student to check their email for such changes.

**Occupational Health and Safety**

The university is committed to providing a safe and secure teaching and learning environment. For more information see [http://www.admin.utas.edu.au/hr/ohs/pol_proc/](http://www.admin.utas.edu.au/hr/ohs/pol_proc/)

**University Services and Support**

If you are experiencing difficulties with your studies or assignments, have personal or life planning issues, disability or illness which may affect your course of study, you are advised to raise these with your lecturer in the first instance.

The University has staff available to assist you, such as the:

- Learning Development Advisor
- Student Counselor
- Careers Advisor
- Disability Officer

For more information and contact details see the Services and Support section on the University 'Current Students' web page: [http://www.utas.edu.au/students/](http://www.utas.edu.au/students/)
Approach to Learning

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

You are expected to spend about 130 hrs studying in this unit - this includes attendance at scheduled teaching sessions. (For a 13 week semester this is, on average, 10 hr/wk.) This is the amount of study time that the 'typical' student will need to reach the level of competence and understanding required to fulfil the unit objectives. You are expected to:

- attend all scheduled teaching sessions, unless otherwise notified by the unit coordinator
- prepare for, and actively participate in all scheduled teaching sessions
- complete the assigned learning tasks
- review what has been learnt
- complete assessment items and submit them on time
- access and be familiar with the information and resources available on the unit website
- seek help from teaching staff if you have any questions or difficulties in studying this unit

You are encouraged to read the university’s Code of Conduct for Teaching and Learning. Part A describes the 'Responsibility of the University to Students' and part B describes the 'Responsibilities of Students to the University'.

http://www.utas.edu.au/tl/policies/codes.html

It is expected that students will familiarise themselves with access and use of the MyLO system operated by the University for the electronic delivery of course materials, and for various forms of communication.

It is expected that students will consult email sent to their University email address at least twice a week for notices relating to the administration of the unit, and for notification of the results of assignments.

It is expected that students will read the background material specified in the course curriculum, will actively attend and participate in tutorials, and be prepared to discuss relevant issues arising with tutors, lecturers and fellow students.

Student Expectations of the Unit

Students enrolled in this Unit may reasonably expect the following:

1. To be able to contact a lecturer or tutor by electronic mail, to raise issues arising in the unit, either relating to content or student performance within the unit.
2. Subject to availability, to be able to discuss such issues in person with the lecturer or tutor.
3. That assignments will be marked and the marks will normally be returned within 3 weeks of due dates.
4. That all relevant notices regarding the administration of the unit, including any necessary changes, will be communicated to all students enrolled in the unit via email.

These expectations are in addition to those specified in relevant University regulations.

Plagiarism

Unless specifically stated in the specification of the assessment item provided on the unit website, it is required that:

- work submitted by a student is the work of that student alone OR
- where the assessment item is to be completed by a group of students, the work submitted by the group of students is the work of that group of students alone.

While students are encouraged to discuss the assignments in this unit and to engage in active learning from each other, it is important that they are also aware of the University’s policy on plagiarism. Plagiarism is taking and using someone else’s thoughts, writings or inventions and representing them as your own; for example downloading an essay wholly or in part from the internet, copying another student’s work or using an author’s words or ideas without citing the source.

"Plagiarism is a form of cheating. It is taking and using someone else’s thoughts, writings or inventions and representing them as your own; for example, using an author’s words without putting them in quotation marks and citing the source, using an author’s ideas without proper acknowledgment and citation, copying another student’s work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at http://www.utas.edu.au/tl/supporting/academicintegrity/index.html.

The intentional copying of someone else’s work as one’s own is a serious offence punishable by
penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline – Part 3 Academic Misconduct, see [http://www.utas.edu.au/universitycouncil/legislation/](http://www.utas.edu.au/universitycouncil/legislation/).

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author’s permission is required before a work within the database can be viewed."

It is important that you understand this statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer. Useful resources on academic integrity, including what it is and how to maintain it, are also available at: [http://www.utas.edu.au/tl/supporting/academicintegrity/students.html](http://www.utas.edu.au/tl/supporting/academicintegrity/students.html)

**Referencing**

The preferred text referencing systems for the School is the Harvard system (also referred to as the author-date system). In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. For information on presentation of assignments, including referencing styles: [http://www.utas.edu.au/library/assist/gpoa/gpoa.html](http://www.utas.edu.au/library/assist/gpoa/gpoa.html)

It is important that you understand how to correctly refer to the work of others and maintain academic integrity. Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence. The university document on plagiarism contains information about referencing the work or ideas of others (see [http://www.utas.edu.au/plagiarism/](http://www.utas.edu.au/plagiarism/)).

**Submissions**

The details of the submission method (paper, electronic or other) for each assignment will be supplied in a separate assignment specification sheet. All in-semester assignment submissions (including electronic submissions) are to include an Assignment Cover Sheet which includes a statement confirming that the submission is your own work. The Assignment Cover Sheet is available from the School Help Desk in Launceston and Hobart, and on the School’s website: [http://www.cis.utas.edu.au/cisview/studyresources.jsp](http://www.cis.utas.edu.au/cisview/studyresources.jsp).

Students must take responsibility for the correct submission of their assignments. Students are expected to adhere to the following procedure for submission:

- Submitted files **MUST** be checked by the student to ensure that correct submission of the file has been undertaken.
- Students are expected to notify the Lecturer **WITHIN TWO HOURS** of submission if their files have not been submitted correctly.
- Students must take responsibility for safely backing up of their own files during the academic year to ensure that no files are permanently lost.

**Extensions**


**Review of Assessment and Appeals**

1. It is expected that students will adhere to the following policy for review of any piece of continuous assessment.
   a. Within 5 days of the release of the assessment result, the student should request an appointment with the Lecturer. The student should be prepared to discuss specifically which section of the marking criteria they are disputing and why they consider the mark is inappropriate.
   b. Following this discussion, students may request a formal remark of the original submission (in accordance with Rule of Academic Assessment 111, clause 22.1). This remark will be undertaken, where practicable, by an alternative assessor.

**Complaints Procedure**

It is expected that students will adhere to the following policy for making any complaint or grievance directly related to a Unit:

- In the first instance, students are to approach the Lecturer or Unit Coordinator concerned and arrange a time to speak with them about their concern.
- If an issue remains unresolved, the student should approach the Head of School and arrange a time to speak with them about their concern.

If the School’s internal policy of complaints is unable to resolve an issue, students should consult Ordinance 8 Student Complaints for further direction, see [http://acserv.admin.utas.edu.au/complaints_info.html](http://acserv.admin.utas.edu.au/complaints_info.html)
Final Grade

Passing grades will be awarded based on the AVCC guidelines:

- PP at least 50% of the overall mark but less than 60%
- CR at least 60% of the overall mark but less than 70%
- DN at least 70% of the overall mark but less than 80%
- HD at least 80% of the overall mark

In order to comply with the benchmarks set by the Faculty of Science, Engineering & Technology for distribution of grades in units, both the in-semester and examination marks that students obtain may be adjusted either upwards or downwards. See http://fcms.its.utas.edu.au/scieng/scieng/policies.asp for details of the Faculty Assessment Guidelines.