School of Computing and Information Systems

Unit Outline

KXI303 IS Strategic Planning & Management

Semester 1, 2010
Sandy Bay Campus, Hobart

Unit Coordinator
Dr. Leonie Ellis
E-Mail: Leonie.Ellis@utas.edu.au
Phone: (03) 6226 6205
Room: Cent 461, Sandy Bay Campus, Hobart

Lecturing Staff
Sandy Bay Campus, Hobart: Dr. Leonie Ellis
E-Mail: Leonie.Ellis@utas.edu.au
Phone: (03) 6226 6205
Room: Cent 461

UNIT OVERVIEW

Introduction
This unit is a third year unit in the Bachelor of Information Systems. It is designed to prepare students to critically analyse the environment and identify potential usage for strategic information systems within an organisation.

This unit introduces the concepts of Information Systems strategic planning in a business environment. It examines what is meant by a Information Systems strategic planning and how it can be used in business to help achieve business goals. The unit explores the role of an IS manager, IS function and the development of IS policies. Themes include Information Systems Strategic planning and current issues for an IS manager.

Prerequisites
BSA203 or KXI203 or BSA623

Unit Weight
12.5% of one academic year

Teaching Pattern
Lecture Week 1 ONLY
Workshops 2 hours per week (2-13)

Unit Content

<table>
<thead>
<tr>
<th>Learning Modules</th>
<th>Learning Objects</th>
<th>References</th>
<th>Workshop Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to BSA303 (Lecture Week 1 only) Lateral Thinking Brainstorming Innovation Group Dynamics</td>
<td>De Bono Narayanan Dwyer</td>
<td>No workshop</td>
</tr>
<tr>
<td>#</td>
<td>Topic</td>
<td>Authors/References</td>
<td>Resources</td>
</tr>
<tr>
<td>----</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>2</td>
<td>Presentation Skills Critical Analysis Case Study Analyses</td>
<td>Dwyer, Amos, Longview Szpiro</td>
<td>Lateral Thinking Learning Information Systems with Cases Case Study Analysis</td>
</tr>
<tr>
<td>3</td>
<td>Feasibility Plan Structure Feasibility</td>
<td>Miller Ch 1 Blackwell Horngren</td>
<td>Executive Summary Feasibility Studies</td>
</tr>
<tr>
<td>4</td>
<td>Time Transition Perspectives of Information Economy</td>
<td>Boar Ch 1 &amp; 2 Boar</td>
<td>SWOT GAP Scenario Analysis</td>
</tr>
<tr>
<td>5</td>
<td>Managing Horizons Strategic Paradox Challenges for IS Managers</td>
<td>Boar Ch 1 &amp; 2 Frenzel, Ch 2 Boar, Ch 1</td>
<td>CSF</td>
</tr>
<tr>
<td>6</td>
<td>3 Era Model Technology Strategy Lifecycle of Technology CSFs Core Competencies</td>
<td>Ward &amp; Whitmore Boar Ch 2 Boar Ch 2 Boar Ch 3, Neumann Boar Ch 3, Neumann</td>
<td>CA SCA</td>
</tr>
<tr>
<td>7</td>
<td>Competitive Advantage Strategic Competitive Advantage Strategic Thinking Strategic Models Strategic Configuration Dominant Logic</td>
<td>Boar Chap 1, Loehle Chap 2 Boar Chap 1 Boar Chap 1 Ward &amp; Whitmore Ward &amp; Whitmore Boar Ch 2, Neumann Ch 3</td>
<td>IComponents and Methodologies for Strategic Plan</td>
</tr>
<tr>
<td>8</td>
<td>Planning for Strategic Planning Strategic Planning Structure of a Strategic Plan Methodology</td>
<td>Ward and Whitmore Ward and Whitmore Ward and Whitmore Ward and Whitmore Ward and Griffiths</td>
<td>Create a Strategic Plan</td>
</tr>
<tr>
<td>9</td>
<td>Organisational Structure Systems Integration Organisational Integration</td>
<td>Robbins &amp; Barnwell Ward &amp; Whitmore Ward &amp; Whitmore</td>
<td>Create a Strategic Plan</td>
</tr>
<tr>
<td>10</td>
<td>Misuse of Strategic Plans Inappropriate Strategic Plans</td>
<td>Ward and Whitmore Ward and Whitmore</td>
<td>Presentation of Strategic Plan for Connect Financial</td>
</tr>
<tr>
<td>11</td>
<td>Outsourcing</td>
<td>Frenzel Ch 10</td>
<td>CSF for Outsourcing</td>
</tr>
<tr>
<td>12</td>
<td>Change Management</td>
<td>Burns, B 1996</td>
<td>Preparing presentations for Strategic Plan</td>
</tr>
</tbody>
</table>

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

**Learning Outcomes**

On successful completion of this unit, you will be able to:

1. Be capable of developing an IS strategic plan;

   **Assessment Evidence:**
   HD level: Produce a professional IS Strategic Plan to an extremely high standard.
   DN level: Produce a professional IS Strategic Plan to a high standard.
   CR level: Produce a professional IS Strategic Plan to a reasonable standard
   PP level: Produce a standard IS Strategic Plan.

2. Be capable of developing a vision and mission statement for an organisation;

   **Assessment Evidence:**
   HD level: Have a deep understanding and in-depth knowledge and be able to produce vision and mission statements
   DN level: Have an extensive knowledge and be able to produce vision and mission statements
   CR level: Have a sound knowledge vision and mission statements
   PP level: Have a satisfactory knowledge of vision and mission statements

3. Have an understanding of the range of skills and knowledge required for IS management;

   **Assessment Evidence:**
   HD level: Have a deep understanding and in-depth knowledge of the range and skills required for IS management
   DN level: Have an extensive knowledge of the range and skills required for IS management
   CR level: Have a sound knowledge of the range and skills required for IS management
   PP level: Have a satisfactory knowledge of the range and skills required for IS management.

4. Be capable of critically analysing relevant case studies, both individually and in small groups;

   **Assessment Evidence:**
   HD level: Able to undertake an in-depth critical analysis demonstrating insight, a deep understanding and completeness
   DN level: Able to undertake a critical analysis demonstrating all important insights
   CR level: Able to undertake a critical analysis demonstrating most important insights and understanding
   PP level: Able to undertake a critical analysis to a basic level demonstrating key understandings

5. Be capable of effectively engaging in group problem solving and presentation of appropriate solutions;

   **Assessment Evidence:**
   HD level: Facilitate effective group processes to critically evaluate the solutions to problems, be able to monitor,
evaluate and seek opportunities for improvement
DN level: Facilitate effective group processes to evaluate the solutions to problems, be able to monitor, evaluate and seek improvement
CR level: Assist in group processes to seek the solutions to problems, be able to improve processes
PP level: Assist in group processes and help solve simple problems.

6. Be capable of developing and presenting a written IS feasibility plan
Assessment Evidence:
HD level: Produce a professional feasibility plan to an extremely high standard.
DN level: Produce a professional feasibility plan to a high standard.
CR level. Produce a professional feasibility plan to a reasonable standard
PP level: Produce a standard feasibility plan.

Generic graduate attributes

The university has defined a set of generic graduate attributes expected in its graduates.
http://www.utas.edu.au/policy/attributes_grads.pdf 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.

<table>
<thead>
<tr>
<th>Attribute</th>
<th>Descriptor</th>
<th>Unit Specifics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>Graduates will have an in-depth knowledge in their chosen field of study and the ability to apply that knowledge in practice. They will be prepared for life-long learning in pursuit of personal and professional development.</td>
<td>• Use a wide range of academic skills (research, analysis, synthesis etc) to evaluate organisational information; • Understand the limitation of strategic planning • Develop a broad knowledge base and respect the contribution of other disciplines or professional areas relating to ICT; • 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.</td>
</tr>
<tr>
<td>Communication Skills</td>
<td>Graduates will be able to communicate effectively across a range of contexts.</td>
<td>• Demonstrate both oral and written communication; • Identify and use the medium and form of communication appropriate for a given situation; • Present well-reasoned arguments to justify a decision • Access, organise and present information, particularly through technology-based activity; • Listen to and evaluate the views of others.</td>
</tr>
<tr>
<td>Problem Solving Skills</td>
<td>Graduates will be effective problem-solvers, capable of applying logical, critical and creative thinking in a range of problems. They will have developed competencies in information literacy.</td>
<td>• Identify critical issues in the problem area • 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.</td>
</tr>
<tr>
<td>Global Perspective</td>
<td>Graduates will be able to demonstrate a global perspective and inter-cultural competence in their professional lives.</td>
<td>• Demonstrate an awareness of the local and global context of their discipline • Function in a multicultural or global context.</td>
</tr>
</tbody>
</table>

UNIT ASSESSMENT

Assessment Pattern
100% continuous assessment

Assessment Summary
Assessment Items

Item 1
Title: Feasibility Plan
Type: In-Semester - individual assignment
Task Length: 3000
Weighting: 30%
Links to Learning Outcomes: 6 & 3
Due: Part 1:15/3, Part 2:22/03, Part 3:8/04 11.55pm
Description: Prepare a written Feasibility Plan of about 3000 words in length to establish an innovative business venture or apply ICT to an existing business with the view of securing financial backing. See assignment sheet for detailed information.

Item 2
Title: Case Study
Type: In-Semester - individual assignment
Task Length: 2000
Weighting: 20%
Links to Learning Outcomes: 4
Due: Monday 26th April 2010 11.55pm
Description: Analyse a case study using appropriate analysis tools. Identify CSF, CA and SCA. Prepare a written discussion of about 2000 words. Format of this discussion is flexible.

Item 3
Title: ICT Strategic Plan
Type: In-Semester - group assignment
Task Length: 3000
Weighting: 30%
Links to Learning Outcomes: 1,2,4 & 5
Due: Friday 28th May 2010 11.55 pm
Description: In groups prepare a strategic ICT Plan for an organisation. Present the plan in an appropriate long report format.

Item 4
Title: Group Presentation
Type: In-Semester - group assignment
Task Length: 10 minutes
Weighting: 10%
Links to Learning Outcomes: 1,2,4 & 5
Due: Monday 31st May 2010 - Morning tbc
Description: Present your group strategic plan to organisation. The presentation will be 10 minutes in length. Use appropriate technology to support your presentation.

Item 5
Title: Class and MyLo participation in discussion boards
Type: In-Semester - learning tasks
Task Length: On going
Weighting: 10%
Links to Learning Outcomes: 1, 2, 3, 4 & 5
Due: Weeks 2 - 13 inclusive
Description: Students are to contribute to the discussion boards on MyLo on a weekly basis. Students are to participate actively in class and be prepared to discuss posting to the notice boards at the beginning of each workshop.

Students are to keep their postings brief. Students should take the time to review other students postings and be prepared to discuss other students thoughts each week.

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 combined mark for assessment items 1 and 2
• at least 45% of the combined mark for assessment items 3, 4 and 5
• at least 50% of the overall mark

UNIT RESOURCES

Unit Web Site
This unit is Web Dependent: content & communication. This means that you will need to use the Web 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
Boar BH, Strategic Thinking for Information Technology John Wiley, 1997.
Narayanan VK, Managing Technology and innovation for Competitive Advantage, Prentice Hall, 2001
Oz Effy, Management Information Systems, 2nd Ed, Thomson Learning, 2000

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

**University Website**

Information and Resources for 'Current Students' are available on the university website at: [http://www.utas.edu.au/students/](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 6226 2929.

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 will be 4 PC Labs, 2 Mac Labs, and 1 Networks Lab in the Centenary 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/

GENERAL ASSESSMENT

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/policy/code_conduct.pdf

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
"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, or 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.academicintegrity.utas.edu.au.

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/.

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.academicintegrity.utas.edu.au

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://utas.libguides.com/referencing

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/).

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 web site: http://www.cis.utas.edu.au/cisview/resources.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

Assessment items will not be accepted after the due date except under the conditions stated in the School policy on late assessment. http://www.cis.utas.edu.au/downloads/ExtensionPolicy.pdf (PDF - 100KB).

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.
2. Students may also request a review of the final result in a unit. The request and payment must be made within 10 days from the date of the result notification. Students are referred to Rule of Academic Assessment 111,
Complaints Procedure

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

a. 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.

b. 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](http://fcms.its.utas.edu.au/scieng/scieng/policies.asp) for details of the Faculty Assessment Guidelines.