ITEC842

Enterprise Management

S2 Evening 2013

Computing

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General Information

Unit convenor and teaching staff
Unit Convenor
Cathy Campbell
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Credit points
4

Prerequisites
ISYS302 or ISYS360

Corequisites

Co-badged status

Unit description
Topics covered in this unit include competitive positioning, business information and technology, deployment of client-server computing, integrating mainframe and personal applications with a client server network, deployment of client-server computing on an enterprise-wide level, telecommunications, local/global issues, system security, legal issues, general and personnel management issues, R&D management, innovation and technology transfer, marketing, and presentation (written and oral) skills.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

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

Ability to think Strategically and to develop strategic plans for the management of IT
Ability to apply models and methods to assess the Impact of IT on industries, markets and organizations. Issues covered include: a. Business model design; b. IT impact on business models; c. IT impact on organizations; d. Framing the business case for IT, IT business value and governance.
Ability to apply Program and Portfolio Management concepts in the context of Enterprise strategic management a. Managing IT project/program delivery b. Managing project risk c. Managing the IT portfolio

Application of IT leadership and the management of IT activities, focusing on the below issues: a. Innovation, New Technology and Outsourcing b. IT governance; c. Leadership of strategic change

The unit provides practice in the exercise of the following skills during the semester: a.Leadership skills; b.Communication skills; c.Critical analysis skills; d.Creative thinking skills

Assessment Tasks

Name	Weighting	Due	Groupwork/Individual	Short Extension	AI Approach
Participation	30%	Weeks 3-12		No	
Assignment 1 (Individual)	10%	Week 5: 5:00pm, 30 August		No	
Assignment 2 (Group)	20%	Week 11: 5:00pm 25 October		No	
Presentation	10%	Week 12: 1 November		No	
Examination	30%	Week 13: 8 November		No	

Participation

Due: **Weeks 3-12**
Weighting: **30%**
Groupwork/Individual:
Short extension [3]: No
AI Approach:

Attendance, participation in in-class exercises, contribution to class discussion, group work, partially peer assessed. Participation marks are assessed and awarded indivdually.

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Assignment 1 (Individual)

Due: **Week 5: 5:00pm, 30 August**
Weighting: **10%**
Groupwork/Individual:
Short extension [3]: No
AI Approach:

Create a clickable strategy map for Apple

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Assignment 2 (Group)

Due: **Week 11: 5:00pm 25 October**
Weighting: **20%**
Groupwork/Individual:
Short extension [3]: No
AI Approach:

Research and develop a strategy for dot com giant Amazon's next evolution of growth

On successful completion you will be able to:

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business value and governance.

- Ability to apply Program and Portfolio Management concepts in the context of Enterprise strategic management a. Managing IT project/program delivery b. Managing project risk c. Managing the IT portfolio
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Presentation

Due: **Week 12: 1 November**
Weighting: **10%**
Groupwork/Individual:
Short extension [3]: No
AI Approach:

Present to the class your groups strategy for Amazon

On successful completion you will be able to:

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Examination

Due: **Week 13: 8 November**

Weighting: **30%**
Groupwork/Individual:
Short extension [3]: No
AI Approach:

Examination held in class in week 13.

On successful completion you will be able to:

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Delivery and Resources

Classes

Each week you should attend a three-hour seminar. For details of days, times and rooms consult the timetables webpage.

Resources to assist your learning

iLecture

Digital recordings of lectures are available. Read these instructions for details.

Textbook

The textbook for ITEC842 used this semester is:

- The main text book will be

- Lynda M. Applegate, Robert D. Austin and F. Warren Mcfarlan, (2010) Corporate Information Strategy and Management (Text and Cases) (8th Edition), McGraw-Hill, NY

· Supplementary books (highly recommended but not compulsory for students)

- Kaplan and Norton (2004) Strategy maps, Harvard Business School Press

o Johnson, Whittington & Scholes (2011) Exploring Strategy: texts and cases 9th edition, Prentice Hill

- Other references:
  - Weill, P. and Ross, J.W.(2004) IT Governance: How Top Performers Manage IT Decision Rights for Superior Results, US: Harvard Business School Press.

o Kaplan and Norton, (1996) Balanced Score Card

- Kaplan and Norton (2001) The Strategy Focused Organisation, Harvard Business School Press
- Morris and Pinto (2007) The Wiley Guide to Project, program and portfolio management, John Wiley

Unit material

Material for the unit can be found on ilearn.

Discussion Boards

The unit makes use of the discussion board hosted within ilearn. Please post questions there, this is monitored by the staff on the unit. However if the matter is urgent email the Convenor directly as the board is not necessarily checked every day.

Unit Schedule

Topic List

Week	Lecture Topic	Readings	Activities
1 02/08	Introduction to Strategic Planning Introduction to the Unit, Assessment and the Case Study Method Introduction to Strategic Planning 5 forces model of Industry Analysis	1-1 5 Competitive Forces Applegate p 128-145	Industry Analysis Google Case Study

2 9/08	Balanced Scorecard Introducing the Balanced Scorecard Finance Perspective Customer perspective Internal business process perspective Learning and growth perspective Linking Balanced Scorecard to Strategy Strategic Alignment	Kaplan & Norton (1996) Ch 7 & 9	Metro Bank Case study exercise
3 16/08	Strategy Maps Value creating processes Intangible assets Mobil Case Study Creating Strategy Maps as a planning tool Exercise – Creating a strategy map	Kaplan & Norton (2004) Ch 2 & 9 Kaplan & Norton (2001) Ch 2 & 3	Analyse the MQ Strategic Plan and represent it as a Strategy Map
4 23/**08**	Understanding Business Models and the Impact of IT Business models, IT's impact on strategy and/or organizational capabilities The potential of IT to create strategic opportunities Evaluation of IT as a potential source of strategic risk Analysing the three components of a business model (strategy, capabilities, and value) through a business model audit.	Chapter's 1 & 2 Applegate	Strategy and Capability Audit Appendix 1 A Applegate. Apply this to Apple to produce a swot analysis similar to the one shown for Amazon.

5 30/08	IT Impact on Organizations & the Case for IT IT's impact on the business model Managing information complexity and uncertainty IT's potential to enable new capabilities e.g. facilitate new and improved organizational structures and processes IT's effects on sources of business value: costs, revenues, and assets,	Chapter's 3 & 4 Applegate	Writing a Business Case for the Boeing E-Enabled Advantage Strategy Assignment 1 Due
6 06/09	Outsourcing, Innovation and New Technology: Strategy and Management	Chapter 7 Applegate Chapters 1 & 6 Schilling	Google Innovation Strategy Case 2-5 Strategic Outsourcing at Bharti Airtel Ltd
7 13/09	Governance of IT Function part I IT Governance, role and definition; role of IT within organisation; Strategic business alignment; Performance measurement; CSFs; Good Practice	Chapter 9 Applegate	IT governance in a highly regulated environment. Cochlear case presented by Head of IT at Cochlear John Sutherland
Mid Semester Break			
8 04/10	Governance of IT Function part II Implementing IT governance, methods and practices; decision making processes and models; Recognising good and bad IT governance and what to do about it	Chapter's 4 & 6 Weill & ross	Ross & Weill p220 Steps for reviewing IT governance ref ch6 Apply to Case 1-1 IBM
9 11/10	Project Selection and Program Planning Balancing the Portfolio, Prioritisation of Projects, Managing the Pipeline Planning a Program of Initiatives	Ch 5 & 6 Morris & Pinto	Role play of Project selection process for an organization.

10 18/10	Change Management Guest Speaker TBA	Readings TBA	Case/Activity TBA
11 25/10	Leading Transformational Change Guest speaker TBA	Leadership of the IT Function Chapter 10 Applegate Leadership and Strategic Change Johnson Ch14	Case/Activity TBA Assignment 2 Due
12 01/11	Presentations of Group work		
13 08/11	In-class Examination		

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://www.mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://www.mq.edu.au/policy/docs/assessment/policy.html

Grading Policy http://www.mq.edu.au/policy/docs/grading/policy.html

Grade Appeal Policy http://www.mq.edu.au/policy/docs/gradeappeal/policy.html

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Special Consideration Policy http://www.mq.edu.au/policy/docs/special_consideration/policy.html

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Assessment policy

If you cannot complete a piece of work please see the convenor **before** the due date.

Late assignments (without prior consent), will attract a 10% per day (24 hours) penalty. Students who anticipate that they will not be able to submit an assignment on time due to illness or other life issue, such as work commitments or family crisis, must request an extension at least 24 hours prior to the due date for the assignment and provide substantiating evidence of the reason for the delay. No extensions will be granted without these conditions being met. Check also the special consideration policy. A more detailed description of each task is given below.

Assessment tasks explained

As the table under assessment tasks indicates, there will be 5 assessment tasks.

- Participation in in-class group work and case studies
- One individual assignment
- One group assignment
- One group presentation
- One final exam (in class)

Your final grade will depend on your performance in each part separately. In particular:

- You must perform satisfactorily on a week by week basis on the in-class work and case studies, this means that attendance is compulsory (between weeks 3 and 12) in order to pass this unit; this component will be partially peer assessed also. If you are unable to attend for health, work or other personal reasons, you should provide substantiating evidence to support your absence as soon as practical either before or after the absence. Students who fail to attend class between weeks 3 and 12 without substantiating evidence for the reason for their absence and / or who do not submit the assigned in-class work, will attract a penalty for that weeks absence.
- You must submit a reasonable attempt at the assignments and the in class examination to pass this unit.
- Failure to appear at your group presentation (without a very good reason) will count as 0.

All assignments should be handed in via the online system at https://ilearn.mq.edu.au/login/MQ/ by the time specified in the assignment description. A hardcopy can also be submitted in class.

All work submitted should be readable and well presented.

Student Support

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at: http://students.mq.edu.au/support/

UniWISE provides:

- Online learning resources and academic skills workshops http://www.students.mq.edu.au/support/learning_skills/
- Personal assistance with your learning & study related questions.
- The Learning Help Desk is located in the Library foyer (level 2).
- Online and on-campus orientation events run by Mentors@Macquarie.

Correct link or Uniwise http://www.students.mq.edu.au/support/learning_skills/undergraduate/uniwise/

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

Details of these services can be accessed at http://www.student.mq.edu.au/ses/.

IT Help

If you wish to receive IT help, we would be glad to assist you at http://informatics.mq.edu.au/help/.

When using the university's IT, you must adhere to the Acceptable Use Policy. The policy applies to all who connect to the MQ network including students and it outlines what can be done.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

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PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

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PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

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PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Ability to think Strategically and to develop strategic plans for the management of IT
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business models; c. IT impact on organizations; d. Framing the business case for IT, IT business value and governance.

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PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

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- Application of IT leadership and the management of IT activities, focusing on the below issues: a. Innovation, New Technology and Outsourcing b. IT governance; c. Leadership of strategic change

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

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Standards

Four standards, namely HD, D, CR, P summarize as many different levels of achievement. Each standard is precisely defined to help students know what kind of performance is expected to deserve a certain mark. The standards corresponding to the learning outcomes of this unit are given below:

Grade	LO1 Strategic thinking and Planning	LO2 Impact of IT	LO3 Portfolio/ Program Mgt	LO4 IT Leadership	LO5 Skills Acquisition
HD	Demonstrated deep knowledge and understanding of IT Strategic Planning models and methods and the ability to apply them to real world problems and situations. Demonstrated ability to link strategy to business planning with innovative thinking and to develop an IT Strategic and Business Plan and Portfolio that will support the delivery of business strategy.	Demonstrated deep understanding of the impact of IT on industries, markets and organisations, through the design application and analysis of business models, and the development, explanation and selling of inspirational IT Business cases.	Demonstrated deep understanding of the concepts of IT Portfolio and Program Management, including: selection, balancing and ongoing management of the portfolio.	Demonstrated deep understanding of the application of IT Decisions rights models, and management frameworks, leadership of change and the nexus between planning and execution as enabled by outstanding leadership capability.	Consistently demonstrated, effective leadership of the group, including planning, directing, delegating, guiding, supporting, influencing, persuading and inspiring. Consistently able to manage ones own workload, deliver on time and set a good example to the group. Consistently excellent verbal and written communication skills of a high order. Consistently demonstrated understanding of analytical models and methods and ability to apply them appropriately, creatively and intelligently, with imagination and flair.

D	Demonstrated knowledge and understanding of IT Strategic Planning models and methods and the ability to apply them to real world problems and situations. Demonstrated ability to perceive the link between strategy and business planning and to follow the steps to develop an IT Strategic and Business Plan and Portfolio.	Demonstrated understanding of the impact of IT on industries, markets and organisations, through the design, application and analysis of business models, and the development of IT Business cases.	Demonstrated understanding of the concepts of IT Portfolio and Program Management, including: selection, balancing and ongoing management of the portfolio.	Demonstrated understanding of the application of IT Decisions rights models, and management frameworks, and the leadership of change.	Demonstrated, effective deputy leadership of the group, including supporting the leader in planning, directing, delegating, guiding, supporting, influencing, persuading and inspiring the group. Able to manage ones own workload, deliver on time and set a good example to the group. Consistently good verbal and written communication skills of a high order. A good demonstrated understanding of analytical models and methods and ability to apply them appropriately.
CR	Demonstrated knowledge and understanding of some IT Strategic Planning models and methods and some ability to apply them to real world problems and situations. Ability to follow the steps to develop an IT Strategic and Business Plan and Portfolio.	Demonstrated understanding of some of the impacts of IT on industries, markets and organisations, through the design, application and analysis of some business models. Ability to demonstrate an understanding of the steps involved in the development of IT Business cases.	Demonstrated understanding of some of concepts of IT Portfolio and Program Management.	Demonstrated understanding of the application of some IT Decisions rights models, and of at least one IT management framework.	Ability to step up when offered minimal guidance and encouragement, willingness to work with a buddy to support and lead them and to take direction. Able to manage ones own workload, deliver on time and not let the group down. Verbal and written communication skills that support consistent comprehension of meaning and demonstrate understanding of material read. A demonstrated understanding of some analytical models and methods and some ability to apply them appropriately. Ability to apply some creative thinking to problems.

P	Demonstrated ability to develop a strategy map. Demonstrated ability to develop an IT Strategic Plan and Business Plan. Demonstrated knowledge of what is contained in an IT portfolio.	Demonstrated understanding of the impact of IT as a basic business enabler and of the content and purpose of in IT Business Case.	Demonstrated understanding of the definition of IT Portfolio and Program Management.	Demonstrated understanding of the concept of IT Decision Rights. Demonstrated understanding of the basic components of at least one IT Management framework	Willingness to attempt to demonstrate leadership skills in the group. Ability to be self directed and self responsible and reliable. Ability to write coherently in simple point form sentences and make oneself understood verbally, limited ability to apply analytical models and creative thinking skills.

Grading

At the end of the semester, you will receive a grade that reflects your achievement in the unit

- **Fail (F)**: does not provide evidence of attainment of all learning outcomes. There is missing or partial or superficial or faulty understanding and application of the fundamental concepts in the field of study; and incomplete, confusing or lacking communication of ideas in ways that give little attention to the conventions of the discipline.
- **Pass (P)**: provides sufficient evidence of the achievement of learning outcomes. There is demonstration of understanding and application of fundamental concepts of the field of study; and communication of information and ideas adequately in terms of the conventions of the discipline. The learning attainment is considered satisfactory or adequate or competent or capable in relation to the specified outcomes.
- **Credit (Cr)**: provides evidence of learning that goes beyond replication of content knowledge or skills relevant to the learning outcomes. There is demonstration of substantial understanding of fundamental concepts in the field of study and the ability to apply these concepts in a variety of contexts; plus communication of ideas fluently and clearly in terms of the conventions of the discipline.
- **Distinction (D)**: provides evidence of integration and evaluation of critical ideas, principles and theories, distinctive insight and ability in applying relevant skills and concepts in relation to learning outcomes. There is demonstration of frequent originality in defining and analysing issues or problems and providing solutions; and the use of means of communication appropriate to the discipline and the audience.
- **High Distinction (HD)**: provides consistent evidence of deep and critical understanding in relation to the learning outcomes. There is substantial originality and insight in identifying, generating and communicating competing arguments, perspectives or problem solving approaches; critical evaluation of problems, their solutions and their implications; creativity in application.

In this unit, your final grade depends on your performance in each part of the assessment. For each task, you receive a mark that combines your standard of performance regarding each learning outcome assessed by this task. Then the different component marks are added up to determine your total mark out of 100. Your grade then depends on this total mark and your overall standards of performance.

In particular, in order to pass the unit, you must

- Have performed satisfactorily in the internal (assessment) components of the course.
- Have satisfactory performance in the final examination.

This means that you may fail the unit if you do not submit satisfactory submissions for the assignments and do not perform satisfactorily in the exam.

Department of Computing expectations are that students have to perform satisfactorily in the final exam as well as in their internal work/assignments.

Obtaining a grade higher than a Pass (P) in this unit will require a student to obtain (in addition to the above):

- the required total number of marks (Credit - 65, Distinction - 75, High Distinction - 85).