



ITEC842

Enterprise Management

S2 Evening 2016

Dept of Computing

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Disclaimer

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General Information

Unit convenor and teaching staff Ian Krycer ian.krycer@mq.edu.au
Credit points 4
Prerequisites Admission to MIT
Corequisites
Co-badged status
Unit description This unit examines strategic planning processes and management and how information technology enables organisations to conduct business in radically different and more effective ways. It covers topics including competitive positioning, business information and technology, strategy development and deployment, innovation and technology as a mechanism for competitive advantage, outsourcing as a strategy, 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:

Think strategically, synthesise an innovative enterprise strategy and develop strategic plans for the management of IT.

Apply models and methods to analyse 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 and e. IT business value and governance.

Apply efficiently and effectively IT leadership and the management of IT activities, focusing on the following issues: a. Innovation, b. New Technology and Outsourcing and c. Leadership of strategic change.

Hone the following skills during the semester: a.Leadership skills; b.Communication skills; c.Critical analysis skills and d.Creative thinking skills.

Assessment Tasks

Name	Weighting	Due
<u>Diagnositc Case Study 1</u>	5%	Week 3
<u>Case Studies 2 to 9</u>	80%	Weeks 4 to 11
<u>Elevator Pitch Presentation</u>	15%	Week 13

Diagnositc Case Study 1

Due: **Week 3**

Weighting: **5%**

An individual short report answering questions on the prior two weeks of lectures and our Lego Case Study exercise. This is an early diagnostic assessment to provide feedback on the style and requirements of assessment in this unit.

On successful completion you will be able to:

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- Apply efficiently and effectively IT leadership and the management of IT activities, focusing on the following issues: a. Innovation, b, New Technology and Outsourcing and c. Leadership of strategic change.
- Hone the following skills during the semester: a.Leadership skills; b.Communication skills; c.Critical analysis skills and d.Creative thinking skills.

Case Studies 2 to 9

Due: **Weeks 4 to 11**

Weighting: **80%**

We consider a series of case studies relating to GE, H&M, Formula 1 Constructors, Ryanair, Amsterdam, FeedHenry, Flight Centre and Apple. Each week students will be required to submit an individual short, 150 word, responses to questions relating to the prior week's lectures and the week's case study. Responses will be discussed in class, and then a mark out of 10 will be

awarded to the submitted assignment. This unit uses a continuous assessment model, with no final exam.

(Late submission of assignments is not possible due to the 'flipped classroom' approach of in class discussion and review of answers submitted.)

On successful completion you will be able to:

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- Apply efficiently and effectively IT leadership and the management of IT activities, focusing on the following issues: a. Innovation, b. New Technology and Outsourcing and c. Leadership of strategic change.
- Hone the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills and d. Creative thinking skills.

Elevator Pitch Presentation

Due: **Week 13**

Weighting: **15%**

Individually, students will be required to select an ASX200 company and apply the models and concepts of the unit to the strategic plan of the organisation. A creative approach to recommending new strategies and the role of IT in strategy execution is required. Students will need to use an elevator pitch style of presentation as there is a 10 minute limit.

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skills; c.Critical analysis skills and d.Creative thinking skills.

Delivery and Resources

Recommended Texts

The following texts are mandatory and will be used 'cover to cover':

Peter High, 'Implementing World Class IT Strategy' Wiley, 2014. (There is an ebook available from the US site for about USD 20.)

Johnson, G et al, 'Exploring Strategy Text and Cases' 10e, Pearson, 2014. (There is an ebook on the UK site for about GBP 31.)

[I used a VPN to access these sites as they are not available to Australian IP addresses.]

Unit Material

Our iLearn site will be used for storing lectures, references and assignment submission at: <http://ilearn.mq.edu.au/>.

Participation

Please note that in class participation is required to meet the standards of the unit. This is not an externally delivered unit. We are using a 'flipped classroom' model which requires students to review each other's answers to case study assignments. As a minimum, we require at least **8 out of 12 sessions attendance**. More than four absences will require an official Disruption approval (see <https://ask.mq.edu.au/>) Furthermore, students must attend the Week 13 assessment presentation session. Alternative arrangements will be made if a student cannot attend Week 13 and qualifies for an official Disruption.

Late assignments: Late submission is not available for this unit. For instance, a student fails to submit by 5:00 pm of the evening of the class, then quite correctly, attends the subsequent review session and has learned all the best answers to the questions posed! The student could then submit perfect work whilst incurring only the usual 10% penalty for being up to 24 hours late. Students need 50% to pass, so all is not lost if one or two assignments are not submitted on time.

All assignments are to be submitted through the iLearn class website.

Unit Schedule

Week	Lectures	References	Case Study
1	The New CIO Leader What is Strategy?	Broadbent and Kitzis Johnson 1	

2	CIO as Strategic Facilitator IT Missions Facilitating Corporate and Divisional Strategy	High 2 High 3 High 4	
3	IT Strategy Creation	High 5	Case 1: The Lego Group - Adopting a Strategic Approach (p544)
4	Strategy Drives Digital The Strategy Lenses	MIT Sloan Johnson	Case 2: GE's Big Bet on Data and Analytics (MIT Sloan)
5	The Strategic Environment Strategic Capabilities	Johnson 2 Johnson 3	Case 3: H&M in Fast Fashion – Continued Success? (p575)
6	Strategic Purpose Culture and Strategy	Johnson 4 Johnson 5	Case 4: Formula 1 Constructors - Capabilities for Success (p583)
7	Business Strategy Corporate Strategy	Johnson 6 Johnson 7	Case 5: Ryanair the Low Fares Airline – Future Directions? (p612)
8	Public Holiday (Student Presentations will require a double session in Week 13 to catch up on the content.)		
9	International Strategy Innovation and Entrepreneurship	Johnson 8 Johnson 9	Case 6: Amsterdam, Data Driven City (MIT Sloan)
10	Acquisitions and Alliances Evaluating Strategies	Johnson 10 Johnson 11	Case 7: FeedHenry – Innovating in the Cloud (p671)
11	Strategic Development Process Organising for Success	Johnson 12 Johnson 13	Case 8: Flight Centre Ltd (p676)
12	Leading Strategic Change Assignment 10 Tutorial	Johnson 14 Gartner	Case 9: Apple – Strategic Leadership and Innovation (p680)
13	Student Presentations		

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://mq.edu.au/policy/docs/academic_honesty/policy.html

New Assessment Policy in effect from Session 2 2016 http://mq.edu.au/policy/docs/assessment/policy_2016.html. For more information visit http://students.mq.edu.au/events/2016/07/19/new_assessment_policy_in_place_from_session_2/

Assessment Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy prior to Session 2 2016 <http://mq.edu.au/policy/docs/grading/policy.html>

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

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

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

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in [eStudent](#). For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)

- [Ask a Learning Adviser](#)

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

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

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

- Think strategically, synthesise an innovative enterprise strategy and develop strategic plans for the management of IT.
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- Hone the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills and d. Creative thinking skills.

Assessment tasks

- Diagnostic Case Study 1
- Case Studies 2 to 9

- Elevator Pitch Presentation

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

- Think strategically, synthesise an innovative enterprise strategy and develop strategic plans for the management of IT.
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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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Assessment tasks

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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

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- Apply models and methods to analyse 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 and e. 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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business models; c. IT impact on organizations; d. Framing the business case for IT and e. IT business value and governance.

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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 IT Leadership	LO4 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 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 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 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 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 assessment item. For each task, you receive a mark that combines your standard of performance based on each learning outcome assessed by this task. Then the different component marks are added up to determine your total mark out of 100. Furthermore, it is a requirement that you participate in the class discussions. The initial measure of this participation is your attendance, whereby a minimum standard of 80% is required.

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).