



ITEC842

Enterprise Management

S2 Evening 2017

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 MInfoTech or MEng or MSc
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.

General Assessment Information

Submission methods for assessment tasks:

All soft copy assignment submissions and return of marks and comments will be done through the ITEC842 page on iLearn.

Late submission:

Late submission of individual work will incur a 10% penalty for every 24 hours, or part thereof, it is late. So within 24 hours, the maximum mark that can be obtained is 90% of the full grade for that assessment task; between 24 and 48 hours, the maximum mark that can be obtained is 80% of the full grade; and so on. No extra documentation is required unless the student does wish to have an extension (see below) applied.

Extensions and Disruptions:

Extensions without a grade penalty may be provided to individuals who contact student services BEFORE the due date and can provide documentary evidence of illness or other misadventure and succeed in gaining a certified disruption. (Health issues will require a university issued Professional Authority Form.). If approved, a new submission timeline and submission method will be discussed on a case by case basis.

Students are strongly advised to contact the unit convenor as early as possible if there are any issues that will not make an on-time submission possible.

If you apply for Disruption to Study for your **final examination**, you must make yourself available for the week of Supplementary Exams. If you are not available at that time, there is no guarantee an additional examination time will be offered. Specific examination dates and times will be determined at a later date.

Final Exam (Hurdle):

The final exam will focus on content covered in the classes throughout the semester including all lectures, references and case studies.

As the final examination is a hurdle assessment, you will need a minimum performance of 40% to pass the unit. Your aggregate score must be 50% or above. If you achieve 30 to 39% in the final exam, you will be given a second chance to pass, with a new and different examination.

These second-chance hurdle examinations will also be offered in the Supplementary Exams week. You will be notified shortly after the release of results of your eligibility for a hurdle retry and you must also make yourself available during that week to take advantage of this opportunity.

Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Vendor Push Strategies</u>	20%	No	Week 6
<u>Enterprise IT Opportunities</u>	30%	No	Week 13
<u>Open Book Exam</u>	50%	Yes	Exam Week

Vendor Push Strategies

Due: **Week 6**

Weighting: **20%**

Guest speakers from Microsoft, SAP and Oracle will discuss their enterprise software strategies. The role of vendors is to create a need for their products and services. The vendors look at marketplace trends and adjust their marketing strategies to develop and promote products and services which align with major trends such as social, big data, mobile and cloud. The CIO needs to evaluate these product offerings and consider the services of analysts such as Gartner for unbiased assessments. The aim of this assignment is to compare and contrast the strategies of the vendors and conclude with recommendations for an enterprise CIO.

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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.

Enterprise IT Opportunities

Due: **Week 13**

Weighting: **30%**

This major individual assignment requires students to choose an ASX200 company. As the CIO of this enterprise, your role is to assess technology trends and suggest to the other directors

ways to strategically leverage IT. We call these ITOs (IT Opportunities). CIOs can leverage the trends towards social (Social CRM), mobile (mobile apps and m-commerce), big data (personalisation, efficiency, fraud detection etc.) and cloud (cost saving, agility, consumerisation of IT) to propose innovative pilot projects and tactics to improve efficiency. This assignment requires students to analyse and assess current ITOs and suggest possible new ITOs for future investigation. The students are to conclude as to how effectively the enterprise leverages ITOs.

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Open Book Exam

Due: **Exam Week**

Weighting: **50%**

This is a hurdle assessment task (see [assessment policy](#) for more information on hurdle assessment tasks)

An open book exam whereby students are not restricted with regard to the paper materials they can bring into the exam e.g. textbook, notes photocopies etc. The exam consists of short and long answer questions on the application of concepts from the lectures and case studies.

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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.
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Delivery and Resources

Recommended Texts

The following text is mandatory and will be used 'cover to cover':

Johnson, G et al, 'Exploring Strategy Text and Cases' 11e, Pearson, 2017. (There is an ebook available for \$50. See <http://www.pearson.com.au/9781292145136>)

However, you will not be permitted to bring in any electronic devices to the open book exam.

Unit Material

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

Unit Schedule

Week	Lectures	References	Case Study
1	The New CIO Leader Introducing Strategy	Broadbent and Kitzis Johnson 1	
2	Microsoft Strategy Strategy Drives Digital	Guest Speaker MIT Sloan	
3	Oracle Strategy	Guest Speaker	Case 1: The Lego Group - Adopting a Strategic Approach (Companion Website)
4	SAP Strategy	Guest Speaker	Case 2: GE's Big Bet on Data and Analytics (MIT Sloan)
5	Macro-environment Analysis Industry and Sector Analysis	Johnson 2 Johnson 3	Case 3: Siemens – Exploring the Future (p557)

6	Resources and Capabilities	Johnson 4	Case 4: H&M in Fast Fashion – Continued Success? (p576)
	Stakeholders and Governance	Johnson 5	
	Individual Assignment One – Vendor Push Strategies (20%)		
7	History and Culture	Johnson 6	Case 5: Formula 1 Constructors - Capabilities for Success (p584)
	Business Strategy and Models	Johnson 7	
8	Public Holiday		
9	Corporate Strategy and Diversification	Johnson 8	Case 6: Ryanair the Low Fares Airline – Always getting better? (p622)
	Entrepreneurship and Innovation	Johnson 10	
10	Acquisitions and Alliances	Johnson 11	Case 7: Amsterdam, Data Driven City (MIT Sloan)
	Evaluating Strategies	Johnson 12	
11	Strategic Development Process	Johnson 13	Case 8: Flight Centre Ltd – Providing the Lowest Airfares (p633)
	Leadership and Strategic Change	Johnson 15	
12	Assignment 2 Tutorial		Case 9: Apple – Entering the Post-Jobs Era (p684)
13	Individual Assignment 2 Report (30%) due. (ITOs Past and Future for a Major Australian Enterprise.)		
	Revision for the exam		

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

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy_2016.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 (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): <https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration>

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

- Vendor Push Strategies
- Enterprise IT Opportunities
- Open Book Exam

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.
- 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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Assessment tasks

- Vendor Push Strategies
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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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skills; c.Critical analysis skills and d.Creative thinking skills.

Assessment tasks

- Vendor Push Strategies
- Enterprise IT Opportunities
- Open Book Exam

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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- 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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Assessment tasks

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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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Assessment tasks

- Vendor Push Strategies
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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

- 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

- Vendor Push Strategies
- Enterprise IT Opportunities
- Open Book Exam

Changes from Previous Offering

Based on student feedback, the assessments have been reworked, and in particular, the exam is now open book.

Guest speakers have been added and a new assignment based on assessing vendors' push strategies has been created.

Johnson et al textbook has been updated to the latest 11e, and new case studies added to the curriculum

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).