COMP8780

Enterprise Management

Session 2, Special circumstances 2021

School of Computing

Contents

Disclaimer

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Session 2 Learning and Teaching Update

The decision has been made to conduct study online for the remainder of Session 2 for all units WITHOUT mandatory on-campus learning activities. Exams for Session 2 will also be online where possible to do so.

This is due to the extension of the lockdown orders and to provide certainty around arrangements for the remainder of Session 2. We hope to return to campus beyond Session 2 as soon as it is safe and appropriate to do so.

Some classes/teaching activities cannot be moved online and must be taught on campus. You should already know if you are in one of these classes/teaching activities and your unit convenor will provide you with more information via iLearn. If you want to confirm, see the list of units with mandatory on-campus classes/teaching activities.

Visit the MQ COVID-19 information page for more detail.

General Information

Unit convenor and teaching staff
Convenor, Lecturer
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4 RPD 284
via zoom

Lecturer, Tutor
Dr. Stephen Smith
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Credit points
10

Prerequisites
ITEC602 or COMP6770 or Admission to MEngMgt

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:

ULO1: synthesise an innovative enterprise strategy for IT strategic planning.

ULO2: apply information systems models and methods to analyse the Impact of IT on industries, markets and organizations.

ULO3: comprehend the impact of IT leadership on innovation, outsourcing and enterprise level strategic change.

General Assessment Information

Late Submission

No extensions will be granted without an approved application for Special Consideration.

There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late. For example, 25 hours late in submission for an assignment worth 10 marks – 20% penalty or 2 marks deducted from the total.

No submission will be accepted after solutions have been posted.

Assessment Tasks

Name	Weighting	Hurdle	Due
Assignment 1	20%	No	1st September
Assignment 2	20%	No	20th October
Presentation online	10%	No	Weeks 11 and 12
An online exam	50%	No	8-26th November

Assignment 1

Assessment Type [1]: Report
Indicative Time on Task [2]: 20 hours
Due: **1st September**
Weighting: **20%**

An individual report on the latest technologies as identified by Gartner or other firm. Students choose one topic from recent and future trends.

On successful completion you will be able to:

• synthesise an innovative enterprise strategy for IT strategic planning.

• apply information systems models and methods to analyse the Impact of IT on

industries, markets and organizations.
- comprehend the impact of IT leadership on innovation, outsourcing and enterprise level strategic change.

Assignment 2

Assessment Type [1]: Case study/analysis
Indicative Time on Task [2]: 20 hours
Due: **20th October**
Weighting: **20%**

This major assignment requires students to work in groups of 4 and 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.

On successful completion you will be able to:
- synthesise an innovative enterprise strategy for IT strategic planning.
- apply information systems models and methods to analyse the Impact of IT on industries, markets and organizations.
- comprehend the impact of IT leadership on innovation, outsourcing and enterprise level strategic change.

Presentation online

Assessment Type [1]: Presentation
Indicative Time on Task [2]: 10 hours
Due: **Weeks 11 and 12**
Weighting: **10%**

Each student is to individually present their component of assignment 2 but online

On successful completion you will be able to:
- synthesise an innovative enterprise strategy for IT strategic planning.
- apply information systems models and methods to analyse the Impact of IT on industries, markets and organizations.
- comprehend the impact of IT leadership on innovation, outsourcing and enterprise level strategic change.

An online exam

Assessment Type [1]: Examination
Indicative Time on Task [2]: 50 hours
Due: **8-26th November**
Weighting: **50%**

An exam conducted online within a limited time period

On successful completion you will be able to:

- synthesise an innovative enterprise strategy for IT strategic planning.
- apply information systems models and methods to analyse the Impact of IT on industries, markets and organizations.
- comprehend the impact of IT leadership on innovation, outsourcing and enterprise level strategic change.

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[1] If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the Writing Centre for academic skills support.

[2] Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

Delivery and Resources

Prescribed Text

The following text will be used extensively.

Whittington, R., Regner, P., Angwin, D., Johnson, G., Scholes, K., (2019) *Exploring Strategy Text and Cases* 12e, Pearson (There is an ebook available for $65. See https://www.pearson.com.au/9781292282466)

Unit Material

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

All assignments are accessed from iLearn and submitted through iLearn.

Assignments 1 and 2 are Turnitin assignments, submitted through iLearn, but sent to Turnitin for plagiarism checking. Students should allow up to 24 hours to receive Turnitin feedback reports.

Late assignments: Late submission of assignments will attract the usual 10% penalty per day or part thereof.

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

Supplementary Final Exam

If you receive special consideration for the final exam, a supplementary exam will be scheduled in December 2021. By making a special consideration application for the final exam you are declaring yourself available for a resit during the supplementary examination period and will not be eligible for a second special consideration approval based on pre-existing commitments. Please ensure you are familiar with the policy prior to submitting an application. Approved applicants will receive an individual notification one week prior to the exam with the exact date and time of their supplementary examination.

Unit Schedule

Unit Schedule

Week	Lectures	References	Tutorial Case Study
1 Busch	The New CIO Leader Strategy Drives Digital	Broadbent and Kitzis MIT Sloan	No tutorial
2 Busch	CIO Agenda AR/VR/MR AI and ML	Gartner, 2019	Smith
3 Busch	Augmented Analytics Internet of Things Blockchain RPA	Gartner, 2018	Smith
4 Busch	Industry Disruption Introducing Strategy	Gartner, 2018 Whittington 1	Case 1: Smith
5 Busch	Macro-environment Analysis Industry and Sector Analysis	Whittington 2 Whittington 3	Case 2: Smith

6 Busch	Resources and Capabilities	Whittington 4	Case 3: Smith
	Stakeholders and Governance	Whittington 5	
	Individual Assignment One (Technology Driven Strategies 20%) due.		
7 Smith	History and Culture	Whittington 6	Case 4: Smith
	Business Strategy and Models	Whittington 7	
	Mid semester break 12-27th September		
8 Smith	Corporate Strategy and Diversification	Whittington 8	Case 5: Smith
	Entrepreneurship and Innovation		
		Whittington 10	
9 Smith	Acquisitions and Alliances	Whittington 11	Case 6: Smith
	Evaluating Strategies	Whittington 12	
10 Smith	Strategic Development Process	Whittington 13	Case 7: Smith
	Leadership and Strategic Change	Whittington 15	
11 Smith	**Group Assignment 2 Report (20%) due.** (ITOs for a Major Australian Enterprise)		**Individual Presentations for Assignment 2 (10%)** Busch and Smith marking
12 Smith	**Individual Presentations for Assignment 2 (10%)**		Busch and Smith marking
13 Busch and Smith	Exam revision		

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://policies.mq.edu.au). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy

- Assessment Policy

- Fitness to Practice Procedure

- Grade Appeal Policy

- Complaint Management Procedure for Students and Members of the Public

- Special Consideration Policy

Students seeking more policy resources can visit Student Policies (https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit Policy Central (https://policies.mq.edu.au) and use the search tool.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/admin/other-resources/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) 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 or if you are a Global MBA student contact globalmba.support@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 help you improve your marks and take control of your study.

- Getting help with your assignment

- Workshops

- StudyWise

- Academic Integrity Module

The Library provides online and face to face support to help you find and use relevant information resources.

- Subject and Research Guides

- Ask a Librarian

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

If you are a Global MBA student contact globalmba.support@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.

Changes from Previous Offering

We have a newer edition of the textbook.

Standards

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.

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).