Unit Outline

INMT7422
Information Systems Strategies

Semester 2 2009
Crawley Campus

Unit Coordinator
Dr Nick Letch

Business School
www.business.uwa.edu.au
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UNIT DESCRIPTION

Introduction
This unit examines the management of information systems from the perspective of those managers who will be expected to understand the implications of information technology and have the capability to evaluate the trends of IT in organisations from a strategic perspective. Information and communication technologies are critical infrastructure in modern organisations and this unit will provide you with the opportunity to develop capabilities to take an active role in ensuring the successful deployment, management and use of IT.

Unit content
Information systems fundamentals; Roles in Managing Information Systems and Technology; The organisational impact of ICTs; Competition and ICTs; Strategic IS Planning; Funding Information Systems; IS Development; Evaluation of Information Systems

The Goal of the Unit
This unit develops knowledge and skills for the evaluation and management of organizational information systems and information and communication technologies.

Learning outcomes
On completion of this unit, you should be able to:
- Participate in informed discussion about key issues in obtaining business value from information systems through an understanding of the basic terminology of the field and different points of view of the business organization and the IS department;
- Participate effectively, both as an individual and as a member of a multidisciplinary team, in decision making about new and existing IS and ICT;
- Recognise the different types of organizational IS, the forms they take and the roles that they play;
- Know how to find out about and keep up to date with developments in ICT;
- Use a variety of techniques for estimating and comparing the value of ICT investments and their impact on organisational performance.
**CONTACT DETAILS**

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th>Coordinator/lecturer</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>name:</strong></td>
<td>Dr Nick Letch</td>
</tr>
<tr>
<td><strong>email:</strong></td>
<td><a href="mailto:nletch@biz.uwa.edu.au">nletch@biz.uwa.edu.au</a></td>
</tr>
<tr>
<td><strong>phone:</strong></td>
<td>+61 8 6488 3741</td>
</tr>
</tbody>
</table>

- **consultation hours:** Normal office hours by appointment
- **lecture times:** Thursday 5pm – 8pm
- **lecture building & room:** BUSN 162 John Poynton Tutorial Room
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

In this unit, the class will meet on a weekly basis to discuss issues related to the assigned topic related to the Management of Information Systems. The lecturer will provide a summary lecture of the issues to be discussed in the following week. Most discussion will focus on case studies and questions assigned from either your text or other sources. Case studies will be used to enhance your learning experience by focusing on decision scenarios that you may face in the workplace. Case study discussions will provide the opportunity to apply the relevant theory to practical situations. In preparation for each seminar, class members are expected to have completed any assigned readings and have prepared answers to any questions associated with case studies.

The seminar discussions are designed to link relevant theories covered with practical instances of issues that surround the topic being covered. You are encouraged to bring your own personal experiences and reflections to class to share with your classmates.

ASSESSMENT MECHANISM

Assessment mechanism summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar Participation</td>
<td>15%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Reflective journal</td>
<td>25%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Case Facilitation</td>
<td>10%</td>
<td>TBA</td>
</tr>
<tr>
<td>Semester Paper</td>
<td>20%</td>
<td>22/10/09</td>
</tr>
<tr>
<td>Paper Presentation</td>
<td>10%</td>
<td>22/10/09</td>
</tr>
<tr>
<td>Final exam</td>
<td>20%</td>
<td>TBA</td>
</tr>
</tbody>
</table>

Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: All written pieces of assessment will be submitted in electronic form through the WebCT submission link provided.

Assessment details

Seminar Participation (15%)

You are required to actively participate in the seminars - especially in the interactive discussions of assigned case studies and readings. In order to effectively participate in certain class exercises, you may be asked to read selected case study material or complete various tasks in the week before a particular class. You will also be assessed on evidence of your general preparation (keeping up with relevant readings), demonstrating knowledge of the 'theory' underlying a particular topic, and your ability to effectively contribute to class discussion.
Reflective Journal (25%)
Throughout the semester you are required to keep a journal that summarises and consolidates your learning in this unit. Your journal will be a record of ongoing work and personal reflection throughout the semester. There is no prescribed format – this is open to you- but the general format for your submission will take the form an interactive ‘blog style’ electronic document. It should include:

- A brief summary of each week’s seminar readings, case studies and activities with a focus on the key issues to emerge from the discussion.
- Links to relevant articles, web sites or blog posts which relate to any of the issues raised or discussed during class seminars. You need to provide a clear brief description of why you believe the link is of relevance together with your own reflection of its value.
- A full written analysis of 5 of the case studies examined during the semester.

In writing your journal, your reflections can include:

- A discussion of how your experience relates to the article / link
- What you personally learned and how you might use this learning in practice.

Your journal will be assessed on the range, quality, and relevance of sources and the depth and insight of your reflections. The journal will be submitted via the WebCT submission system.

Case Study Facilitation (10%)
You will be assigned a week in which to facilitate class discussion of one of the case studies that will be discussed during the semester.

Facilitating a case discussion is not presenting a complete analysis of the case but rather leading the class in the case analysis. It requires the facilitators to stimulate interest and draw out insights and ideas from the class creating active participation of class members who are expected to have read and thought about the case. Often the case discussion begins with a brief overview of the firm. Discussions of the assigned questions are facilitated using an outline or bullet form with inputs provided by the students. As a group, facilitators should try to build a complete analysis of the situation and address the problems arising in the case applying any framework presented in the readings for the session. The facilitating team should come prepared with challenging questions to stimulate class discussion.

Criteria for measuring the effectiveness of leading a case discussion include:

a) Ability to stimulate interest among your classmates.
b) Ability to relate the concepts from the assigned (as well as your own) readings to the issues in the specific situation.
c) How well the discussion generated insights and ideas from the participants?
d) How effectively the team led the discussion?
e) Was the analysis complete?

Semester Paper (20%)
In discussion with your lecturer you will be assigned a topic related to the management of information systems and required to prepare a paper which outlines the topic, its relative importance to organisations, the emerging issues that surround the topic and the future directions and consequences that it raises. The final paper should be approximately 4000 words.

Semester Paper Presentation (10%)
You will be required to submit an abstract of your paper for approval and feedback prior to final submission. You will also present your paper to class in a 10 minute presentation during the final week of semester.
Final Exam (20%)

An end of semester examination will be used to assess your overall learning in the unit.

Standard of Assessment

The Business School must ensure that the processes of assessment are fair and are designed to maintain the standards of the School and its students. The School follows the University of Western Australia’s grading system:

- **HD** (Higher distinction) 80-100%
- **D** (Distinction) 70-79%
- **CR** (Credit pass) 60-69%
- **P** (Pass) 50-59%
- **N+** (Fail) 45-49%
- **N** (Fail) 0-44%
- **FC** (Failed component)

The School awards marks leading to these grades by using the following general criteria which are presented here as a clear indication of the School’s expectations. These general criteria may be supplemented by specific standards with regard to a particular assignment.

**HD** The student has a clear understanding of theory, concepts and issues relating to the subject and is able to adopt a critical perspective. The student is able to clearly identify the most critical aspects of the task and is able to offer a logically consistent and well articulated analysis within the analytic framework presented in the unit. The student is able to draw widely from the academic literature and elsewhere but maintains relevance.

**D** The student has a clear understanding of theory, concepts and issues relating to the subject. The student is able to develop an analysis of an issue using the analytic framework presented in the unit and is able to identify and evaluate the critical issues. The student is able to draw upon relevant academic and other material.

**CR** The student demonstrates an understanding of the analytic framework developed in the unit and a partial understanding of concepts and issues. The student is able to identify some key issues and is able to present a logical discussion, but with some conceptual errors or gaps between analysis and conclusions. The student is able to draw upon an adequate range of references and other materials.

**P** The student generally takes a descriptive rather than analytic approach to the subject. The student is able to demonstrate some understanding of the issues involved but does not demonstrate the ability to apply the analytic framework which had been developed in the unit. Draws primarily upon unit materials for referencing.

**N+** The student is unable to demonstrate that he or she understands the core elements of the subject matter. The student is able to provide some insight into issues but misapplies analytic framework developed in the unit, omitting key factors and, for example, drawing conclusions which are not related to the preceding discussion.

**N** The student is unable to demonstrate any understanding of the subject matter. Material presented for assessment is unrelated to unit framework and shows no effort to identify or address critical aspects of the topic.

The scaling of marks to ensure comparability between classes is an acceptable academic practice. The School and Board of Examiners have the right to scale marks where it is considered necessary to maintain consistency and fairness.
TEXTBOOK(S) & RESOURCES

Unit Website
Material will be made available through WebCT at http://webct6.uwa.edu.au. If this unit is not available when you login to WebCT, notify the lecturer immediately.

Required text
This text will be the primary source for lecture material and discussion.

Additional resources & reading material
Additional readings and materials will be provided on a weekly basis as required.
<table>
<thead>
<tr>
<th>Week #</th>
<th>Date</th>
<th>Lecture Topic</th>
<th>Case Study Discussion</th>
<th>Text Reading*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>20/07/09</td>
<td>Unit Introduction</td>
<td>NA</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>27/07/09</td>
<td>Organizational IS and their Impact</td>
<td>Case Study: Troubleshooting Information Systems at the Royal Hotel</td>
<td>Chapter 1-3</td>
</tr>
<tr>
<td>3</td>
<td>03/08/09</td>
<td>Strategic IS Planning</td>
<td>DSL Provisioning: Redefining Customer Service</td>
<td>Chapter 6</td>
</tr>
<tr>
<td>4</td>
<td>10/08/09</td>
<td>Value Creation with IS</td>
<td>Case Study: Outrigger Hotels and Resorts</td>
<td>Chapter 7</td>
</tr>
<tr>
<td>5</td>
<td>17/08/09</td>
<td>Appropriating IT-enabled value over time</td>
<td>Case Study: Rice Epicurean Online Shopping: Decadence or Destiny</td>
<td>Chapter 8/9</td>
</tr>
<tr>
<td>6</td>
<td>24/08/09</td>
<td>Architecture and Infrastructure</td>
<td>Case Study: Canyon Ranch</td>
<td>Pearlson Chapter 6</td>
</tr>
<tr>
<td>7</td>
<td>31/08/09</td>
<td>Creating Information Systems</td>
<td>Infrastructure Case Study (TBA)</td>
<td>Chapter 11</td>
</tr>
<tr>
<td></td>
<td>07/09/09</td>
<td><strong>Mid-semester break – No Class</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>14/09/09</td>
<td>Funding Information Systems</td>
<td>Dartcor Management Services</td>
<td>Chapter 10</td>
</tr>
<tr>
<td>9</td>
<td>21/09/09</td>
<td>The MIS Organization</td>
<td>Outsourcing Case Study (TBA)</td>
<td>Pearlson Ch 8</td>
</tr>
<tr>
<td>10</td>
<td>28/09/09</td>
<td>Information Systems Trends</td>
<td>TBA</td>
<td>Chapter 12</td>
</tr>
<tr>
<td>11</td>
<td>05/10/09</td>
<td>TBA</td>
<td>Carnival Cruise Lines</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>12/10/09</td>
<td>Semester Paper Consultation and Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>19/10/09</td>
<td>Presentations</td>
<td></td>
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</table>

*Specific papers related to the text topic will be provided in addition to your assigned text readings
ACADEMIC ADMINISTRATIVE MATTERS

Charter of student rights and responsibilities
This Charter of Student Rights and Responsibilities upholds the fundamental rights of students who undertake their education at the University of Western Australia.

It recognises that excellence in teaching and learning requires students to be active participants in their educational experience. It upholds the ethos that in addition to the University’s role of awarding formal academic qualifications to students, the University must strive to instil in all students independent scholarly learning, critical judgement, academic integrity and ethical sensitivity.

Please refer to the Academic Secretariat website for the full charter of student rights, located at http://www.secretariat.uwa.edu.au/home/policies/charter

Teaching and learning evaluation
You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Student’s Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

Special Consideration and Deferred Exams
If something exceptional and beyond your control has interfered with your ability to study in the normal way you should consider completing an application for special consideration. The forms can be obtained at the Business School Undergraduate Student Centre or Postgraduate Student Centre, or from the Student Administration website http://www.studentadmin.uwa.edu.au/welcome/forms

In exceptional circumstances you can also apply for a deferred mid-semester exam or a deferred end of semester/trimester exam within three (3) university working days from the date of the exam. Application forms can be obtained at the Business School Undergraduate Student Centre or Postgraduate Student Centre.

A student may be granted a deferred examination in one or more of their units if the Sub-Dean of the UWA Business School is satisfied that on the basis of medical or other exceptional reasons the candidate was either:

- substantially and unusually hindered in their preparation for an examination; or
- unavoidably absent from or unable to complete an examination.

Further information concerning Special Consideration and Deferred Examinations is available on the Business School website http://www.business.uwa.edu.au/students/assessments

Supplementary Assessment
Supplementary Assessment is not offered by the Business School, however, students who achieve a grade between 45-49 in the last unit for their undergraduate degree taken in the last semester of study, will be eligible for a supplementary assessment.
Ethical Scholarship, Academic Literacy and Academic Misconduct

Ethical scholarship is the pursuit of scholarly enquiry marked by honesty and integrity.

Academic Literacy is the capacity to undertake study and research, and to communicate findings and knowledge, in a manner appropriate to the particular disciplinary conventions and scholarly standards expected at university level.

Academic misconduct is any activity or practice engaged in by a student that breaches explicit guidelines relating to the production of work for assessment, in a manner that compromises or defeats the purpose of that assessment. Students must not engage in academic misconduct. Any such activity undermines an ethos of ethical scholarship. Academic misconduct includes, but is not limited to cheating, or attempting to cheat, through:

• Collusion
• Inappropriate collaboration
• Plagiarism
• Misrepresenting or fabricating data or results or other assessable work
• Inappropriate electronic data sourcing/collection
• Breaching rules specified for the conduct of examinations in a way that may compromise or defeat the purposes of assessment.

Penalties for academic misconduct vary according to seriousness of the case, and may include the requirement to do further work or repeat work; deduction of marks; the award of zero marks for the assessment; failure of one or more units; suspension from a course of study; exclusion from the University, non-conferral of a degree, diploma or other award to which the student would otherwise have been entitled. Refer to the Ethical Scholarship, Academic Literacy and Academic Misconduct located on the University’s website at http://www.teachingandlearning.uwa.edu.au/tl4/for_uwa_staff/policies/student_related_policies/academic_conduct

Academic Conduct Essentials (ACE)

All newly enrolled students are required to complete a short compulsory online unit called Academic Conduct Essentials (ACE) within the first 10 weeks of semester. ACE introduces students to essential knowledge regarding ethical scholarship, it helps prepare them for the expectations they will need to meet during their university career and it informs them of correct academic conduct.

ACE can be accessed via WebCT (http://webct6.uwa.edu.au). In order to pass the unit, the unit quiz must be completed with a mark of 80% or greater. To gain the required pass mark students may attempt the quiz as many times as they wish. Completion of the unit will be recorded as an Ungraded Pass (UP) on the student’s academic record. Non-completion (NC) within the required timeframe will also be documented on formal academic records (ie, in either case the grade will appear on transcripts). More information on ACE is available at http://ace.uwa.edu.au
Acknowledging sources of information

In the course of your individual and team work assignments, you will encounter ideas from many sources. These will include journal and newspaper articles, commentaries, books, web sites and other electronic sources, original case sources, lecture materials. All assignments that you submit must acknowledge all the different sources you have used. Not to acknowledge your sources is plagiarism, a form of dishonesty. Plagiarism is the misappropriation of the work or ideas of others and presenting them as your own. This is reprehensible from both an ethical and legal viewpoint. Neither the School nor the University accepts ignorance or the fact that a student’s previous acts of plagiarism had been undetected as a defence.

In order to avoid engaging in plagiarism it is your responsibility to acknowledge all of your sources in any work submitted for assessment and it is essential that you reference the work of others correctly. Where you quote directly from a source, you must ensure that any direct quotations are placed in quotation marks and are fully referenced. Even when you do not quote directly and are just referring to or expanding on the work of others, you must still acknowledge the sources of your information and ideas. Close paraphrasing in which you change a few phrases around, leave a clause out of a long sentence or put the original sentences in a different order is still plagiarism. To mark words as a quotation the entire text that has been copied should be enclosed within the quotation marks. If the copied text is four or more lines in length, it may be more appropriate to set it as a separate and indented paragraph. Each time that text is copied, the source must be acknowledged with a reference citation, including the page number.

If you have any doubts concerning appropriate referencing formats or how to acknowledge the work of others correctly, you should seek the advice of your lecturer.

The UWA Business School has the following regulation on Plagiarism:

“The Faculty will promote the highest levels of probity and honesty amongst students and will provide instruction on ethical conduct. By submitting assignments and other work for assessment, students acknowledge Faculty’s duty to guard against plagiarism, including by electronic means such as Turnitin or Mydropbox. A lecturer may require students submitting written or electronic work to sign a Plagiarism Declaration Form indicating that the work is original.”

Appeals against academic assessment

In the first instance, students are strongly advised to talk informally to the lecturer about the grade awarded. The University provides the opportunity for students to lodge an appeal against any mark which he or she feels is unfair. Any student making an appeal is under an obligation to establish a prima facie case by providing particular and substantial reasons for the appeal. It is recommended that students contact the Guild Education Officers to aid them in the appeals process.

There is a 20 day time limit for making any such appeal. An appeal against academic assessment may result, as appropriate, in an increase or decrease in the mark originally awarded. The University regulations relating to appeals and the form on which the appeal should be lodged can be found at http://www.secretariat.uwa.edu.au/home/policies/appeals

Student Guild contact details
The University of Western Australia Student Guild
35 Stirling Highway
Crawley WA 6009
Phone: (+61 8) 6488 2295
Facsimile: (+61 8) 6488 1041
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Website: http://www.guild.uwa.edu.au