MONASH University

FIT9006
Information technology management

Unit guide

Semester 2, 2008

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Unit leader :

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Lecturer(s) :

Clayton

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- Kim Styles

Tutors(s) :

Clayton

- Subrata Chakraborty

Introduction

Welcome to FIT9006 IT Management for semester 2, 2007. This 6 point unit is one of the foundation units in Master of Business Systems and Master of Information Management and Systems. The unit has been designed to provide you with an understanding of the contexts within which information technologies are used in organizations, and the challenges posed by IT management. It explores many aspects of IT management with emphasis on the relationship between theoretical knowledge and its practical application using cases and real examples.

Unit synopsis

This unit presents IT management as a project-based activity, oriented towards fulfilling corporate goals, meeting business operational requirements and delivering value for an organisation. Initially the unit establishes core concepts: the strategic contexts of IT management, systems and information systems, systems development, business processes and their modelling, and how IT is used to support core business processes. It then provides an overview of project management processes, tools and techniques as applied to both inhouse and contract software development projects. IT-related issues and trends that pose complex challenges to the effective management and organisation of the IT resource in contemporary organisations are explored. The unit emphasises the centrality of ethical principles and practice in IT management.

Learning outcomes

Upon completion of this unit, students will have had the opportunity to acquire *knowledge and understanding* of:

1. The strategic contexts of IT management, including: the strategic value and impacts of IT; the strategy process; the need to effectively align business strategy and IT strategy; the value of a portfolio approach to managing IT investments and mitigating risk; the critical importance of a customer-centric approach to IT strategy; and key management roles and relationships (eg CEO-CIO).

2. The more common business processes, and the role that IT can play in managing these processes and in providing information systems that are appropriate for an organistion's operational needs.

3. The technical processes of a generic SDLC model, contract development, outsourcing and package purchase as alternative approaches to providing information systems.

4. The project management processes related to in-house and contract software development, software outsourcing, package acquisition and implementation.

5. The requirements for ongoing management of the IT infrastructure of an organisation that takes appropriate advantage of technological innovation to address the short-term and long-term objectives of the business.

6. IT professional ethics, and ethical issues in the management and use of IT within organisations.

At the completion of the unit, students would have been exposed to *attitudes* that value:

1. A systematic approach to IT provisioning in a business whilst maintaining a pragmatic approach to business needs.

2. Critically assessing the worth of technological innovations for their contribution towards meeting business objectives in both the short-term and the longer term.

3. The management of IT infrastructure as a corporate resource, and business information as critical to

        meeting business objectives.

4. A project management approach to developing information systems that are appropriate to the organisation's needs.

5. Ethical principles and practices in IT management.

At the completion of the unit, students will have had the opportunity to acquire basic *skills* in:

1. Applying selected systems development techniques associated with SDLC-based system developments.

2. Modelling business processes using industry standard modelling conventions and a standard commercial business process modelling software package.

3. Determining requirements and specifying development or acquisition projects, using both traditional and innovative techniques and methods.

4. Applying project management techniques and using project management software.

At the completion of the unit, students will have had the opportunity to acquire understanding of the IT management and project management processes not only in terms of objective criteria like budgets, resources and software tools, but also as *social activities and relationships* involving individual, group and corporate-wide objectives and imperatives.

Workload

For on campus students, workload commitments are:

- a weekly two-hour lecture and
- a weekly one-hour tutorial (requiring advance preparation)
- a minimum of 2-3 hours of personal study per one hour of contact time in order to satisfy the reading and assignment expectations.
- You will need to allocate up to 5 hours per week in some weeks, for use of a computer, including time for newsgroups/discussion groups.

Off-campus students generally do not attend lecture and tutorial sessions, however, you should plan to spend equivalent time working through the relevant resources and participating in discussion groups each week.

Unit relationships

Prerequisites

This is a postgraduate Foundation studies unit. The only prerequisite is entry into the Master of Business Systems or Master of Information Management and Systems programs or equivalent graduate programs.

Relationships

FIT9006 is a core 'Foundation unit' in the Master of Business Systems and Master of Information Management and Systems degrees, and is a prerequisite for many of the advanced units in these degrees. You may not study this unit and IMS9043 in your degree.

Continuous improvement

Monash is committed to 'Excellence in education' and strives for the highest possible quality in teaching and learning. To monitor how successful we are in providing quality teaching and learning Monash regularly seeks feedback from students, employers and staff. Two of the formal ways that you are invited to provide feedback are through Unit Evaluations and through Monquest Teaching Evaluations.

One of the key formal ways students have to provide feedback is through Unit Evaluation Surveys. It is Monash policy for every unit offered to be evaluated each year. Students are strongly encouraged to complete the surveys as they are an important avenue for students to "have their say". The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied and areas for improvement.

Student Evaluations

The Faculty of IT administers the Unit Evaluation surveys online through the my.monash portal, although for some smaller classes there may be alternative evaluations conducted in class.

If you wish to view how previous students rated this unit, please go to
http://www.monash.edu.au/unit-evaluation-reports/

Over the past few years the Faculty of Information Technology has made a number of improvements to its courses as a result of unit evaluation feedback. Some of these include systematic analysis and planning of unit improvements, and consistent assignment return guidelines.

Monquest Teaching Evaluation surveys may be used by some of your academic staff this semester. They are administered by the Centre for Higher Education Quality (CHEQ) and may be completed in class with a facilitator or on-line through the my.monash portal. The data provided to lecturers is completely anonymous.
Monquest surveys provide academic staff with evidence of the effectiveness of their teaching and identify areas for improvement. Individual Monquest reports are confidential, however, you can see the summary results of Monquest evaluations for 2006 at http://www.adm.monash.edu.au/cheq/evaluations/monquest/profiles/index.html

Improvements to this unit

Chnages in tutorial materials and a few selected lecture notes will be incorporated.

Unit staff - contact details

Unit leader

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Lecturer(s) :

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Ms Kim Styles
Senior Lecturer
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Fax +61 3 9902 6879
Contact hours : Generally available Mondays and Wednesdays. Best to try email.

Tutor(s) :

Mr Subrata Chakraborty

Additional communication information

Students are studying FIT9006 at Clayton campus and by off-campus learning. Discussion groups are available in the unit's MUSO site to allow you to share thoughts and questions related to the content and delivery of the unit. It is advisable to use these discussion groups as the first point of contact for such questions so that all students have the benefit of the answer.

Communications about personal matters, such as requests for extensions, study problems or the like, should be directed to your lecturer by email, telephone or meeting.

It is best to make an appointment by email with Rahim or Kim if you want to set up a meeting or phone call to discuss personal matters.

Teaching and learning method

FIT9006 provides students with a comprehensive set of study notes, readings, tutorials to facilitate your learning. The lectures and tutorials will build on these teaching resources rather than reproduce them, and are an opportunity for you to raise questions.

Lectures: Emphasis in lectures will be given to providing an overview of the concepts and discussing some of the debates that these issues provoke. You are expected to read through the study notes and readings as an adjunct to the lecture, as two hours is far too short to cover all the important concepts in detail.

Tutorials: Each week's material is accompanied by a set of tutorial questions that take various forms:

1. Exercises to test how well you have understood the content;
2. Cases that help develop deeper understanding of IT management issues as they occur in industry;
3. Practical tasks developing skill with applications and their use for IT management.

You will be expected to have completed all or a subset of the tutorial tasks prior to attending the class. Tutorials are very short and to use the time constructively to support your learning the focus will be on discussing your answers and questions. Normally your lecturer will advise you which questions will be addressed during the tutorial class.

The two assignments will provide you with feedback of your grasp of the content as well as record a mark toward your final grade.

Tutorial allocation

On-campus students should register for tutorials/laboratories using the Allocate+ system:

http://allocate.cc.monash.edu.au/

Communication, participation and feedback

Monash aims to provide a learning environment in which students receive a range of ongoing feedback throughout their studies. You will receive feedback on your work and progress in this unit. This may take the form of group feedback, individual feedback, peer feedback, self-comparison, verbal and written feedback, discussions (on line and in class) as well as more formal feedback related to assignment marks and grades. You are encouraged to draw on a variety of feedback to enhance your learning.

It is essential that you take action immediately if you realise that you have a problem that is affecting your study. Semesters are short, so we can help you best if you let us know as soon as problems arise. Regardless of whether the problem is related directly to your progress in the unit, if it is likely to interfere with your progress you should discuss it with your lecturer or a Community Service counsellor as soon as possible.

Unit Schedule

Week	Topic	References/Readings	Key dates
1	Unit overview & Strategic contexts of IT	Class notes; Read the set text: Turban et al. (5th ed.), Chapters 1, 2 and 12. Browse through Chapters 3-5 (which we will revisit throughout the semester).	No tutes this week

2	IT Strategy and Business Strategy	Turban et al. (5th ed.), Chapter 2; Gelinas et al. (6th ed.), Chapter 4, and Supplement; Hoffer et al. (4th ed.), Chapter 1, and Appendix 1, pp. 574-581	Tutorials commence
3	Business/organisational processes	Weekly class slides/ notes. Modelling business processes: Gelinas et al. (6th ed.), Chapter 4, and Supplement; Hoffer et al. (4th ed.), Chapter 7. IT support for core business processes: Browse quickly through Turban et al. (5th ed.) Chapters 6-11 for an overview of how IT supports core business processes	
4	Business process management	Weekly class slides/ notes. Turban et al. (5th ed.), Chapter 14; Hoffer et al. (4th ed.), Chapters 1 and 2	
5	IT project/systems failure	Weekly class slides/ notes. Hoffer et al. (4th ed.), Chapters 3-5; Schwalbe (4th ed.) and other project management readings to be advised	
6	IT Provisioning	Weekly class slides/ notes. Turban et al. (5th ed.), Chapter 14. Continue with project management readings	Asst 1 due
7	IT outsourcing	Weekly class slides/ notes. Turban et al. (5th ed.), Chapter 16. Other readings to be advised	
8	IT/IS Project Management Overview	Weekly class slides/ notes. Turban et al. (5th ed.), Chapter 15. Other readings to be advised	
9	Ethics for IT professionals	Weekly class slides/ notes. Turban et al. (5th ed.), Chapter 13; Hoffer et al. (4th ed.), Chapter 5. Other readings to be advised	
10	Legal Issues for IT professionals	Weekly class slides/ notes. Turban et al. (5th ed.), Chapter 3-5; and pages 577-580, 590-591, 608-609, 615-625. Other	

		readings to be advised	
11	IT project team	Weekly class slides/ notes. Turban et al. (5th ed.), Chapter 15; Gelinas et al. (6th ed.), Chapter 8. Other readings to be advised	Asst 2 due
Mid semester break			
12	Managing IT in organisations	Weekly class slides/ notes. Turban et al. (5th ed.), pages 16-17, 124-126, 170-174, 232-233, 309, 676. Reynolds (2nd ed.) and other readings to be advised	
13	IT strategy review. Revision and Unit Evaluation	Weekly class slides/ notes	Semester 2 ends

Unit Resources

Prescribed text(s) and readings

There is no single text book for the unit. The readings are available in the LIbrary web site, in the FIT9006 reading list.

Recommended text(s) and readings

Further reading

- Applegate, Lynda M., Austin, Robert D. & McFarlan, F. Warren. (2007). *Corporate information strategy and management: Text and cases.* (7th ed.). Boston, MA: McGraw-Hill/Irwin. ISBN 0072947756.
- Frenzel, Caroll W. & Frenzel, John C. (2004). *Management of information technology.* (4th ed.). Boston, MA : Thomson, Course Technology. ISBN 0-619-03417-3.
- Gelinas, Ulric J., Sutton, Steve G. & Hunton, James E. (2005). *Accounting information systems.* (6th ed.). Mason, OH: Thomson South-Western. ISBN 0-324-22098-7 [Includes separate supplement: *Acquiring, developing and implementing accounting information systems* ISBN 0-324-22106-1].
- Hoffer, Jeffrey A., George, Joey F. & Valacich, Joseph S. (2005). *Modern systems analysis and design.* (4th ed.). Upper Saddle River, NJ: Pearson Education International/Prentice-Hall. ISBN 0-13-127391-4.
- Martin, E. Wainright, Brown, Carol V., DeHayes, Daniel W., Hoffer, Jeffrey A., Perkins, William C. (2005). *Managing information technology.* (5th ed.). Upper Saddle River, N.J. : Pearson-Prentice Hall. ISBN 0-13-145443-9.
- McManus, John & Wood-Harper, Trevor. (2003). *Information systems project management: Methods, tools and techniques.* Harlow, Eng.: Prentice Hall/ Financial Times.
- Pearlson, Keri & Saunders, Carol S. (2006). *Managing and using information systems: A strategic approach.* (3rd ed.). Hoboken, NJ: Wiley. ISBN 0-471-71538-7.
- Reynolds, George W. (2007). *Ethics in information technology.* (2nd ed.). Australia; UK; Thomson, Course Technology. ISBN 1418836311.
- Schwalbe, Kathy. (2006). *Information technology project management.* (4th ed.). Boston, MA: Thomson Course *Technology.* ISBN -0619-21526-7.

Required software and/or hardware

To access weekly lecture and tutorial materials, students will need access to an *Adobe Acrobat reader*, and Microsoft Office software (*PowerPoint, Word, Excel*).

Microsoft Project will be the project management software used, and *Microsoft Visio* will be used for preparing charts and diagrams for tutorials and assignments. Students may also use other relevant drawing or other software they have access to, eg *SmartDraw.*

Off-campus students will be provided with academic licenses for these products. On-campus students may use the software in the computer labs.

Alternatively, software may be purchased at academic price at good software retailers on provision of evidence of enrolment (your current student card).

Equipment and consumables required or provided

Students studying off-campus are required to have the minimum system configuration specified by the Faculty as a condition of accepting admission, and regular Internet access. On-campus students, and those studying at supported study locations may use the facilities available in the computing labs. Information about computer use for students

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is available from the ITS Student Resource Guide in the Monash University Handbook.

Study resources

Study resources we will provide for your study are:

- This Unit Guide outlining the administrative information for the unit.
- A guide to Assignments in the unit.
- The FIT9006 web site on Blackboard, where lecture slides/ notes, weekly tutorial requirements, assignment specifications, sample solutions and supplementary study material will be posted.
- Announcements and discussion groups that can be linked to from the Unit Homepage.
- Audio-recorded weekly lectures available on MULO: http://www.mulo.monash.edu.au/fac-infotech.html

Library access

The Monash University Library site contains details about borrowing rights and catalogue searching. To learn more about the library and the various resources available, please go to http://www.lib.monash.edu.au. Be sure to obtain a copy of the Library Guide, and if necessary, the instructions for remote access from the library website.

As the required reading for the unit is provided in the Library web site, be sure to familiarise yourself with this resource early.

Monash University Studies Online (MUSO)

All unit and lecture materials are available through MUSO (Monash University Studies Online). Blackboard is the primary application used to deliver your unit resources. Some units will be piloted in Moodle. If your unit is piloted in Moodle, you will see a link from your Blackboard unit to Moodle (http://moodle.monash.edu.au) and can bookmark this link to access directly. In Moodle, from the Faculty of Information Technology category, click on the link for your unit.

You can access MUSO and Blackboard via the portal: http://my.monash.edu.au

Click on the Study and enrolment tab, then Blackboard under the MUSO learning systems.

In order for your Blackboard unit(s) to function correctly, your computer needs to be correctly configured.

For example:

- Blackboard supported browser
- Supported Java runtime environment

For more information, please visit: http://www.monash.edu.au/muso/support/students/downloadables-student.html

You can contact the MUSO Support by: Phone: (+61 3) 9903 1268

For further contact information including operational hours, please visit: http://www.monash.edu.au/muso/support/students/contact.html

Further information can be obtained from the MUSO support site: http://www.monash.edu.au/muso/support/index.html

Assessment

Unit assessment policy

Assessment for the unit consists of two assignments with a collective weighting of 40%, and an examination with a weighting of 60%.

- Assignment 1, value 20%, due week 6
- Assignment 2, value 20%, due week 11
- Final closed-book examination (3 hours) (to be held during the Monash exam period)

Detailed assignment specifications will be made available in the *Assignments* folder on the unit MUSO web site.

To pass this unit you must achieve:

1. a pass (50%or better) in the unit overall, as well as
2. 40% of more of the combined assignment marks
3. and 40% or more the the examination.

Your score for the unit will be calculated by:

Your mark on Assignment 1 (/20) + Your mark on Assignment 2 (/20) + Your exam mark (/60) = Your final mark (/100)

Should you achieve less than half of the possible marks for the assignments overall, or the exam the highest mark allocated will be 44 N.

Assignment tasks

- ## Assignment Task

  Title : Assignment 1: IT Systems Failure: A Critical Analysis of Two Cases

  Description :

  Weighting : 20%

  Criteria for assessment :

  Your assignment submission will be evaluated using these criteria:

  - ♦ *Research skills*-Identifying relevant sources, the breadth of sources drawn on and accurate referencing
  - ♦ *Content-related factors*-systematically addressing the key areas identified
  - ♦ *Cognitive skills* -analysis, evaluation and synthesis
  - ♦ *Report writing skills*-structure, coherence, expression, presentation

  Due date : Week 6

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- **Assignment Task**

  Title : Assignment 2: Use of IT/IS Strategy in Business Organisations

  Description :

  Weighting : 20%

  Criteria for assessment :

  Your assignment will be judged on:

    ♦ *Content-related factors*-demonstrated understanding of the basics of project management as applied to IS development, and systematically addressing the key areas identified in the project management plan checklist above. *(30% weighting)*
    ♦ *Application of project management techniques and software* -Demonstrated skills in applying project management techniques and using project management software *(MS Project). (30% weighting)*
    ♦ *Business process modelling skills*-Demonstrated skills in modelling business processes using process modelling (DFDs) and in presenting models using *MS Visio* (or other modelling software). *(20% weighting)*
    ♦ *Analysis of the team process and effectiveness* -Perceptiveness to the process and social dimensions of your project team. *(10% weighting).* Where the assignment is undertaken individually, these marks will be reassigned across the first two categories listed above.
    ♦ *Business report writing skills and referencing* -structure, coherence, expression, presentation, accurate referencing *(10% weighting).*

  Due date : Week 11

  Remarks (optional - leave blank for none) :

  This is a group assignment, however there is the capacity for some students to undertake the activity individually by arrangement with the lecturer.

Examinations

- **Examination**

  Weighting : 60%

  Length : 3 hours

  Type (open/closed book) : closed book

Assignment submission

On-campus Students

Submit your assignment to your tutor during the specified tutorial. Please ensure that the appropriate cover sheet is correctly filled out and attached.

Off-campus Students

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Submit your assignment electronically via MUSO by the due date, or alternatively post a hard copy to the lecturer. Please ensure that the appropriate cover sheet is correctly filled out and attached.

University and Faculty policy on assessment

Due dates and extensions

The due dates for the submission of assignments are given in the previous section. Please make every effort to submit work by the due dates. It is your responsibility to structure your study program around assignment deadlines, family, work and other commitments. Factors such as normal work pressures, vacations, etc. are seldom regarded as appropriate reasons for granting extensions. Students are advised to NOT assume that granting of an extension is a matter of course.

Requests for extensions must be made to the unit lecturer at your campus at least two days before the due date. You will be asked to forward original medical certificates in cases of illness, and may be asked to provide other forms of documentation where necessary. A copy of the email or other written communication of an extension must be attached to the assignment submission.

Late assignment

Assignments received after the due date without an approved extension will be subject to a penalty of 5% of total assignment marks per day late. Assignments received later than two weeks after the due date will not normally be accepted.

Return dates

Students can expect assignments to be returned within two weeks of the submission date or after receipt, whichever is later.

Assessment for the unit as a whole is in accordance with the provisions of the Monash University Education Policy at http://www.policy.monash.edu/policy-bank/academic/education/assessment/

We will aim to have assignment results made available to you within two to three weeks after assignment receipt.

For on campus students, assignments will be returned during class times; off campus students' assignments will be posted back to them. Marks may be made available to students individually via MUSO.

Plagiarism, cheating and collusion

Plagiarism and cheating are regarded as very serious offences. In cases where cheating has been confirmed, students have been severely penalised, from losing all marks for an assignment, to facing disciplinary action at the Faculty level. While we would wish that all our students adhere to sound ethical conduct and honesty, I will ask you to acquaint yourself with Student Rights and Responsibilities (http://www.infotech.monash.edu.au/about/committees-groups/facboard/policies/studrights.html) and the Faculty regulations that apply to students detected cheating as these will be applied in all detected cases.

In this University, cheating means seeking to obtain an unfair advantage in any examination or any other written or practical work to be submitted or completed by a student for assessment. It includes the use, or attempted use, of any means to gain an unfair advantage for any assessable work in the unit, where the means is contrary to the instructions for such work.

When you submit an individual assessment item, such as a program, a report, an essay, assignment or other piece of work, under your name you are understood to be stating that this is your own work. If a submission is identical with, or similar to, someone else's work, an assumption of cheating may arise. If you are planning on working with another student, it is acceptable to undertake research together, and discuss problems, but it is not acceptable to

jointly develop or share solutions unless this is specified by your lecturer.

Intentionally providing students with your solutions to assignments is classified as "assisting to cheat" and students who do this may be subject to disciplinary action. You should take reasonable care that your solution is not accidentally or deliberately obtained by other students. For example, do not leave copies of your work in progress on the hard drives of shared computers, and do not show your work to other students. If you believe this may have happened, please be sure to contact your lecturer as soon as possible.

Cheating also includes taking into an examination any material contrary to the regulations, including any bilingual dictionary, whether or not with the intention of using it to obtain an advantage.

Plagiarism involves the false representation of another person's ideas, or findings, as your own by either copying material or paraphrasing without citing sources. It is both professional and ethical to reference clearly the ideas and information that you have used from another writer. If the source is not identified, then you have plagiarised work of the other author. Plagiarism is a form of dishonesty that is insulting to the reader and grossly unfair to your student colleagues.

Register of counselling about plagiarism

The university requires faculties to keep a simple and confidential register to record counselling to students about plagiarism (e.g. warnings). The register is accessible to Associate Deans Teaching (or nominees) and, where requested, students concerned have access to their own details in the register. The register is to serve as a record of counselling about the nature of plagiarism, not as a record of allegations; and no provision of appeals in relation to the register is necessary or applicable.

Non-discriminatory language

The Faculty of Information Technology is committed to the use of non-discriminatory language in all forms of communication. Discriminatory language is that which refers in abusive terms to gender, race, age, sexual orientation, citizenship or nationality, ethnic or language background, physical or mental ability, or political or religious views, or which stereotypes groups in an adverse manner. This is not meant to preclude or inhibit legitimate academic debate on any issue; however, the language used in such debate should be non-discriminatory and sensitive to these matters. It is important to avoid the use of discriminatory language in your communications and written work. The most common form of discriminatory language in academic work tends to be in the area of gender inclusiveness. You are, therefore, requested to check for this and to ensure your work and communications are non-discriminatory in all respects.

Students with disabilities

Students with disabilities that may disadvantage them in assessment should seek advice from one of the following before completing assessment tasks and examinations:

- Faculty of Information Technology Student Service staff, and / or
- your Unit Coordinator, or
- Disabilities Liaison Unit

Deferred assessment and special consideration

Deferred assessment (not to be confused with an extension for submission of an assignment) may be granted in cases of extenuating personal circumstances such as serious personal illness or bereavement. Information and forms for Special Consideration and deferred assessment applications are available at http://www.monash.edu.au/exams/special-consideration.html. Contact the Faculty's Student Services staff at your

campus for further information and advice.