

MIS782 – Value of Information - Trimester 1 2024

Assessment Task 1 – IT Portfolio and RBV Theory – Individual

DUE DATE:	Monday, 8 April 2024, by 8:00pm (Melbourne time)
PERCENTAGE OF FINAL GRADE:	30%
WORD COUNT:	Maximum number of words (1500 words)

Description

Purpose

By completing this task, you will develop skills in developing an understanding of how information and IT can generate business value and improve a business's overall competitiveness using both IT Portfolio theory and RBV, and then produce a 1,500-word report on your findings. This term we are looking at Maersk (www.maersk.com/), a logistics and supply chain business. Note the assigned case organisation will also be used for assignment 2.

Specific Requirements

This report should be 1,500 words (excluding the references and appendices). To complete this report, you should conduct research on Maersk's business and its competitiveness. Your task is to understand its investments in information and IT for business value returns to support the business. You also need to examine its key resources and capabilities to assess its competitiveness in a highly competitive market. More specifically, you should find answers to the following two questions:

1. To what extent does this organisation have an IT portfolio which provides a balanced view of value, risk and return? Answer the question using examples of key IT assets the organisation seems to have invested in the last five years for gaining real business value for competitive advantage. Indicate if the business returns are tangible or intangible.
2. In general, firms cannot expect to obtain sustained competitive advantage when strategic resources are evenly distributed across all competing firms and highly mobile. Hence, competitive advantage does not occur unless heterogeneity and immobility are present. Based on the arguments around imperfectly imitable and the concept of resources and capabilities, discuss each of the four factors of the VRIO framework with respect to the key resources and capabilities to explain the organisation's current position in the competitive landscape.

Below you can find a detailed description of the required sections for this report:

- **Executive Summary (~150 words):** In this section, you need to briefly summarise key IT assets, resources and capabilities of the organisation that you have selected for this report. You should also briefly mention whether these capabilities helped the organisation to gain competitive advantage.
- **Introduction and Organisational background (~250 words):** In this section, you need to briefly explain the information-based competitive environment of the organisation and its business model in terms of its market, strategy, operations and overall industry. You should use the business model canvas (see useful resources) to structure the arguments in this section.

- **IT Portfolio theory view (~350 words):** In this section, you should write your response to Question 1 above. Your arguments should be supported by references from the literature (both practitioner/academic).
- **RBV theory and VRIO analysis (~650 words):** In this section, you should write your response to Question 2 above. Your arguments should be supported by references from the literature (both practitioner/academic).
- **Conclusion (~100 words):** In this section, you should conclude by stating your key conclusions about the competitiveness of the organisation. You should also include a brief discussion on factors or threats that may affect sustainability of its competitive advantage in future.
- **References:** References and citations showing the source of all the information in the report need to be provided (APA7 style). The references used must demonstrate thorough research using quality references such as journal articles, book sections, conference papers, and industry reports to support your arguments in the sections above. Further information about referencing and academic skills support can be found at: <http://www.deakin.edu.au/current-students/study-support/study-skills/handouts/ideas.php>
- **Appendices:** In this section, you should place figures or tables that illustrate or summarize your key points from the discussion section.

Useful Resources:

- [MIS782 reading list](#)
- Key article that introduces you to the theoretical model used in this assessment:
 - o IT Portfolio framework - Weill, P., and Aral, S. (2006). Generating premium returns on your IT investments, MIT Sloan Management Review, 47:2, pp39-48.
 - o Barney, J. (2012). Evaluating the firm's internal capabilities, Strategic Management and Competitive Advantage: Concepts, 4th Ed, Pearson (Boston).
- [MIS782 unit help guide by library for researching Maersk's related content](#)
- Tips and resources on [report writing](#).
- **Research and synthesis:** Synthesizing research sources involves reading all the sources to find similarities and differences between what you read in the sources. You then write, in your own words, the similarities and differences you found. The ability to synthesize research sources is critical in university studies, and working in industry, because it enables you to demonstrate your ability to think critically and reach your own conclusions and interpretations.
- Business Model Canvas: <https://strategyzer.com/canvas/business-model-canvas>

If I have any questions about the assessment task, where should I ask/post my question?

1. You are encouraged in the first instance to ask questions to your lecturer/tutor during the class/seminar.
2. You can also post questions on the CloudDeakin site in the assignment 3 discussion thread. The teaching team will respond to this forum.

Submission

You must submit your assignment in the Assignment Dropbox in the unit CloudDeakin site on or before the due date. When uploading your assignment, name your document using the following syntax: **<your surname_your first name_your Deakin student ID number_[unitcode].doc (or '.docx')**. For example, 'Jones_Barry_123456789_ABC123.doc'.

Submitting a hard copy of this assignment is not required. You must keep a backup copy of every assignment you submit until the marked assignment has been returned to you. In the unlikely event that one of your assignments is misplaced you will need to submit your backup copy.

Any work you submit may be checked by electronic or other means for the purposes of detecting collusion and/or plagiarism and for authenticating work.

When you submit an assignment through your CloudDeakin unit site, you will receive an email to your Deakin email address confirming that it has been submitted. You should check that you can see your assignment in the Submissions view of the Assignment Dropbox folder after upload and check for, and keep, the email receipt for the submission.

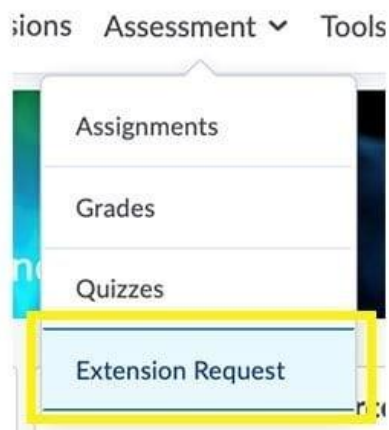
Marking and feedback

The marking rubric indicates the assessment criteria for this task. It is available in the CloudDeakin unit site in the Assessment folder, under Assessment Resources. Criteria act as a boundary around the task and help specify what assessors are looking for in your submission. The criteria are drawn from the ULOs and align with the GLOs. You should familiarise yourself with the assessment criteria before completing and submitting this task.

Students who submit their work by the due date will receive their marks and feedback on CloudDeakin 15 working days after the submission date.

Extensions

PLEASE note NO extensions will be granted, unless for exceptional and/or unavoidable circumstances outside of your control. Requests for extensions must be made by 12 noon on the submission date using the online Extension Request form under the Assessment tab on the unit CloudDeakin site. All requests for extensions should be supported by appropriate evidence (e.g., a medical certificate in the case of ill health).



Applications for extensions after 12 noon on the submission date require University level [special consideration](#) and these applications must be submitted via StudentConnect in your DeakinSync site.

Late submission penalties

If you submit an assessment task after the due date without an approved extension or special consideration, 5% will be deducted from the available marks for each day after the due date up to seven days*. Work submitted more than seven days after the due date will not be marked and will receive 0% for the task. The Unit Chair may refuse to accept a late submission where it is unreasonable or impracticable to assess the task after the due date. *'Day' means calendar day for electronic submissions and working day for paper submissions.

An example of how the calculation of the late penalty based on an assignment being due on a Thursday at 8:00pm is as follows:

- 1 day late: submitted after Thursday 11:59pm and before Friday 11:59pm – 5% penalty.
- 2 days late: submitted after Friday 11:59pm and before Saturday 11:59pm – 10% penalty.
- 3 days late: submitted after Saturday 11:59pm and before Sunday 11:59pm – 15% penalty.
- 4 days late: submitted after Sunday 11:59pm and before Monday 11:59pm – 20% penalty.
- 5 days late: submitted after Monday 11:59pm and before Tuesday 11:59pm – 25% penalty.
- 6 days late: submitted after Tuesday 11:59pm and before Wednesday 11:59pm – 30% penalty.
- 7 days late: submitted after Wednesday 11:59pm and before Thursday 11:59pm – 35% penalty.

The Dropbox closes the Thursday after 11:59pm AEST/AEDT time.

Support

The Division of Student Life provides a range of [Study Support](#) resources and services, available throughout the academic year, including **Writing Mentor** and **Maths Mentor** online drop ins and the SmartThinking 24 hour writing feedback service at [this link](#). If you would prefer some more in depth and tailored support, [make an appointment online with a Language and Learning Adviser](#).

Referencing and Academic Integrity

Deakin takes academic integrity very seriously. It is important that you (and if a group task, your group) complete your own work in every assessment task. Any material used in this assignment that is not your original work must be acknowledged as such and appropriately referenced. You can find information about

referencing (and avoiding breaching academic integrity) and other study support resources at the following website: <http://www.deakin.edu.au/students/study-support>

Your rights and responsibilities as a student

As a student you have both rights and responsibilities. Please refer to the document ***Your rights and responsibilities as a student*** in the Unit Guide & Information section in the Content area in the CloudDeakin unit site.

IT Portfolio and RBV Theory (Individual report) ASSESSMENT TASK 1 RUBRIC

Performance Levels/Criteria	N (0-29)	N (30-49)	P (50-59)	C (60-69)	D (70-79)	HD (80-100)
Content development and analysis, ULO1 & ULO3, GLO1 & GLO4, (20 marks)	<p>The analysis provided in the report does not meet the academic standards and requirements.</p> <p>Fails to provide relevant content, such as business canvas to inform business model; IT portfolio asset classes and key examples for each class; RBV and VRIO with key resources and capabilities for competitive advantage.</p> <p>No (relevant) research has been used to support the analysis.</p>	<p>Report demonstrates little/no knowledge or use of business canvas to inform business model; IT portfolio asset classes and key examples for each class; RBV and VRIO with key resources and capabilities for competitive advantage.</p> <p>Little or no (relevant) research has been used to support the analysis.</p>	<p>Adequate discussion is presented on the business canvas that informed business model; IT portfolio asset classes and key examples for each class; RBV and VRIO with key resources and capabilities for competitive advantage, but analysis is quite superficial and generic arguments are presented throughout the report.</p> <p>Some relevant research, but a lot more is required to support the analysis.</p>	<p>Good discussion is presented on business canvas to inform business model; IT portfolio asset classes and key examples for each class; RBV and VRIO with key resources and capabilities for competitive advantage, but analysis a little superficial and generic arguments are presented in several places in the report.</p> <p>Mostly relevant research was used to support the analysis, but more such research is needed to support the analysis.</p>	<p>Mostly advanced discussion is presented on business canvas to inform business model; IT portfolio asset classes and key examples for each class; RBV and VRIO with key resources and capabilities for competitive advantage but lacks originality.</p> <p>Mostly advanced, detailed and relevant research was used to support the analysis.</p>	<p>Advanced discussion is presented on business canvas to inform business model; IT portfolio asset classes and key examples for each class; RBV and VRIO with key resources and capabilities for competitive advantage.</p> <p>Advanced, detailed and highly relevant research was used to support the analysis.</p>

Performance Levels/Criteria	N (0-29)	N (30-49)	P (50-59)	C (60-69)	D (70-79)	HD (80-100)
Clarity of written argument, ULO1 & ULO3, GLO1 & GLO4, (5 marks)	<p>The arguments presented in this report do not meet the academic standards and requirements.</p> <p>Executive summary and conclusion do not summarise the report.</p>	<p>Inadequate argument in the report because it the argument is unclear, lacks flow and logic, and unnecessarily verbose.</p> <p>Executive summary and conclusion do not summarise the report.</p>	<p>Adequate argument in the report, but mostly lacks clarity, brevity and/or logical flow in many places.</p> <p>Executive summary and conclusion somewhat summarise the report.</p>	<p>Good argument through most of the report but lacks clarity and brevity in a few places in the report, and/or sometimes does not flow in a logical manner.</p> <p>Executive summary and conclusion adequately summarise the report.</p>	<p>Mostly expert (clear, concise, convincing, logical flow) argument used throughout the report.</p> <p>Executive summary and conclusion is written clearly summarise the report.</p>	<p>Expert (clear, concise, convincing, logical flow) argument used throughout the report.</p> <p>Executive summary and conclusion is written concisely and articulately to summarise the report.</p>
Presentation, ULO1 & ULO3, GLO1 & GLO4, (5 marks)	<p>The report has not been presented in a manner that meets the academic standards and requirements.</p> <p>No reference list has been provided.</p>	<p>Inadequate diagrams, tables, lists, heading formats, short paragraphs, formal writing, grammar/spelling, reference formatting and/or report structure.</p> <p>No reference list has been provided.</p>	<p>Adequate use of diagrams, tables, lists, heading formats, short paragraphs, formal writing, grammar/spelling, reference formatting and/or report structure.</p>	<p>Good use of diagrams, tables, lists, heading formats, short paragraphs, formal writing, grammar/spelling, reference formatting and/or report structure.</p>	<p>Mostly expert use of diagrams, tables, lists, heading formats, short paragraphs, formal writing, grammar/spelling, reference formatting and report structure.</p>	<p>Expert use of diagrams, tables, lists, heading formats, short paragraphs, formal writing, grammar/spelling, reference formatting and report structure.</p>