



UNSW Course Outline

INFS4854 Information Systems Strategy and Management - 2024

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General Course Information

Course Code : INFS4854

Year : 2024

Term : Term 2

Teaching Period : T2

Is a multi-term course? : No

Faculty : UNSW Business School

Academic Unit : School of Information Systems and Technology Management

Delivery Mode : In Person

Delivery Format : Standard

Delivery Location : Kensington

Campus : Sydney

Study Level : Undergraduate

Units of Credit : 6

Useful Links

[Handbook Class Timetable](#)

Course Details & Outcomes

Course Description

This course focuses on advanced concepts, practices and issues in the strategic management of IT. The course covers four key themes. It begins with an exploration of the strategic value of IT, including the role of business-IT alignment in realising that value. Second, the course explores

strategic IT decision processes, including planned and emergent strategy-making and IT governance. Third, the course examines strategy implementation issues, including the role of IT leadership, project and portfolio management, and sourcing decisions. The course closes with a review of the strategic role of IT-enabled innovation and current trends in strategy and IT.

Course Aims

This course aims to familiarise you with the key concepts, practices and issues in the strategic management of IT and provide you with sufficient practical and theoretical knowledge of the area so that you will be able to meaningfully participate in, or interact with, this aspect of IT management. In addition to providing these domain skills we will also be looking to enhance your communication, presentation, problem solving and critical thinking skills through class work and assignments.

This course will be of benefit to all those students intent on pursuing a career in IS/IT, business consulting or management. The course would also be useful for those who envisage, or perhaps already have, launched their own business ventures.

Relationship to Other Courses

This course is a core component of the Master of Commerce Digital Transformation Specialisation. This course is strongly recommended to be taken as the last course in the specialisation.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Examine the value and role of IS/IT in assisting organisations to meet strategic goals.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO6 : Global and Cultural Competence
CLO2 : Apply IS/IT strategy development and decision making processes, and examine their alignment with the overall organisational strategy.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO6 : Global and Cultural Competence
CLO3 : Using industry skills and techniques, evaluate an organisation's current state, analyse the strategic contribution of IS/IT and propose opportunities for further improvement.	<ul style="list-style-type: none">• PLO2 : Problem Solving• PLO3 : Business Communication
CLO4 : Critically review and explain the strategic management of IT, including key issues and challenges, capability and governance.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO5 : Responsible Business Practice
CLO5 : Investigate strategic potential and report on strategic implementation in IT management.	<ul style="list-style-type: none">• PLO2 : Problem Solving• PLO3 : Business Communication
CLO6 : Work effectively and responsibly as part of a team to apply and contextualise theory to industry.	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO4 : Teamwork• PLO5 : Responsible Business Practice

Course Learning Outcomes	Assessment Item
CLO1 : Examine the value and role of IS/IT in assisting organisations to meet strategic goals.	<ul style="list-style-type: none"> • Community of Practice Contribution • Class Presentation
CLO2 : Apply IS/IT strategy development and decision making processes, and examine their alignment with the overall organisational strategy.	<ul style="list-style-type: none"> • Final Exam • Community of Practice Contribution • Class Presentation
CLO3 : Using industry skills and techniques, evaluate an organisation's current state, analyse the strategic contribution of IS/IT and propose opportunities for further improvement.	<ul style="list-style-type: none"> • Team Project: Strategic Report
CLO4 : Critically review and explain the strategic management of IT, including key issues and challenges, capability and governance.	<ul style="list-style-type: none"> • Team Project: Strategic Report • Final Exam
CLO5 : Investigate strategic potential and report on strategic implementation in IT management.	<ul style="list-style-type: none"> • Team Project: Strategic Report
CLO6 : Work effectively and responsibly as part of a team to apply and contextualise theory to industry.	<ul style="list-style-type: none"> • Community of Practice Contribution • Class Presentation • Team Project: Strategic Report

Learning and Teaching Technologies

Moodle - Learning Management System | Microsoft Teams | Zoom | Echo 360

Learning and Teaching in this course

In this course we take an active learning approach that stresses interactive and problem-centred teaching and learning. Our aim is to create a cooperative learning and teaching environment in which we all are valuable and competent contributors to knowledge creation and sharing. Your prior knowledge and your work experience are highly important and we should all benefit from it. In addition all reading materials – the textbook and articles – are an integral part of the knowledge development process, helping you grasp new knowledge and linking it to your prior knowledge and experience.

We foster this approach through a range of strategies throughout the session. Our seminars will be interactive and you will be expected to actively contribute to the class via your involvement in discussions. Your contribution to class activities and discussions will reflect your readings and your ability to acquire new concepts and models and connect them to your experience and problems investigated. Our classes are also designed to improve your communication, problems

solving, teamwork and critical thinking skills.

The assessment tasks used in this course have been designed for you to apply your knowledge to practical problems in managing strategic deployment of IS/IT. The assessment tasks reinforce the development of knowledge and skills and their integration with your prior knowledge and experience.

The role of the lecturers and tutors in this course is to facilitate knowledge co-creation processes by leading and stimulating the class discussions and activities and will assist you with problems you may encounter through the seminars and consultations.

It is however your responsibility to make a concerted effort in your studies. Being prepared, keeping up to date with readings and tasks are very important for your comprehension, advancement of knowledge and development of new skills. Each week builds on the prior weeks so it is important that you get your study regime organized early. Being prepared enables you to actively participate in the seminar and make most of it.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Community of Practice Contribution Assessment Format: Individual	25%	Start Date: weekly Due Date: weekly	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO4 : Teamwork• PLO6 : Global and Cultural Competence
Class Presentation Assessment Format: Individual	15%	Start Date: assigned week Due Date: assigned week	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO4 : Teamwork
Team Project: Strategic Report Assessment Format: Group	20%	Start Date: week 5 Due Date: week 9	<ul style="list-style-type: none">• PLO4 : Teamwork• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice
Final Exam Assessment Format: Individual	40%	Start Date: University scheduled Due Date: University Scheduled	<ul style="list-style-type: none">• PLO1 : Business Knowledge• PLO2 : Problem Solving• PLO3 : Business Communication• PLO5 : Responsible Business Practice

Assessment Details

Community of Practice Contribution

Assessment Overview

The Community of Practice Contribution is comprised of your involvement and contribution to the learning community of this course, as assessed through tutorials/workshops, seminars and discussion forums. You are expected to be actively involved in online and face-to-face learning communities as you engage with your tutor and your peers. This assessment is designed to develop your skills in communication, collaboration, time management and personal organisation. The mark you receive for this assessment will reflect the extent to which you have

contributed to workshops and forums, as well as the level of preparation evident in your participation.

Assesses PLO1, PLO2, PLO3, PLO4, PLO6

Course Learning Outcomes

- CLO1 : Examine the value and role of IS/IT in assisting organisations to meet strategic goals.
- CLO2 : Apply IS/IT strategy development and decision making processes, and examine their alignment with the overall organisational strategy.
- CLO6 : Work effectively and responsibly as part of a team to apply and contextualise theory to industry.

Detailed Assessment Description

Your involvement in the Discussion Forums and Tutorials throughout the course is expected. The mark you receive for Community of Practice Contribution (CoPC) will reflect the extent to which you have contributed to the forums and the class/workshops and will also reflect the level of preparation evident in that participation. Further details about how the CoPC mark will be determined and expectations regarding are available on Moodle.

Assessment Length

ongoing weekly and varies

Submission notes

in class contribution and discussion forum contribution

Assessment information

TBC - See Moodle

Assignment submission Turnitin type

This is not a Turnitin assignment

Class Presentation

Assessment Overview

Over scheduled weeks, one small group will deliver a short presentation of key learnings and industry application from the previous week's topic. The mark you receive for this assessment will comprise of the quality and cohesion of the material, and the quality of the delivery of your presentation. You will be assessed on your contribution and delivery as both a group (10%) and an individual (5%). Further details and requirements will be made available on Moodle.

Assesses PLO1, PLO2, PLO3, PLO4

Course Learning Outcomes

- CLO1 : Examine the value and role of IS/IT in assisting organisations to meet strategic goals.
- CLO2 : Apply IS/IT strategy development and decision making processes, and examine their alignment with the overall organisational strategy.
- CLO6 : Work effectively and responsibly as part of a team to apply and contextualise theory to industry.

Detailed Assessment Description

On scheduled weeks, one small group will present and facilitate key learnings and industry application on a module that was previously completed. The mark you will receive for this component will comprise of the quality and cohesion of the material (typically your presentation slides) and the quality of the delivery of your presentation. Further details will be outlined on Moodle.

Assessment Length

TBC - See Moodle

Submission notes

in class presentation

Assessment information

TBC - See Moodle.

Assignment submission Turnitin type

This is not a Turnitin assignment

Team Project: Strategic Report

Assessment Overview

The Team Project involves working in a team to investigate an aspect of the strategic implications of a current challenge or opportunity in IT management, conducting research and producing a detailed report. A mandatory confidential peer assessment will be applied to this team assignment. Further details and requirements will be made available on Moodle.

Assesses PLO1, PLO2, PLO3, PLO4, PLO5

Course Learning Outcomes

- CLO3 : Using industry skills and techniques, evaluate an organisation's current state, analyse the strategic contribution of IS/IT and propose opportunities for further improvement.
- CLO4 : Critically review and explain the strategic management of IT, including key issues and challenges, capability and governance.

- CLO5 : Investigate strategic potential and report on strategic implementation in IT management.
- CLO6 : Work effectively and responsibly as part of a team to apply and contextualise theory to industry.

Detailed Assessment Description

For this assignment you will work in a team (TBA members) on a report of no more than 2,000 words. The Group Project will investigate an aspect of the strategic implications of a current challenge or opportunity in IT management and will involve research of the academic and professional literature as well as the discussion of real or illustrative examples.

Full details of this assessment component and a detailed breakdown of the marking criteria will be made available via the course website at the end of Week 4.

Assessment Length

TBC

Submission notes

word document

Assessment information

TBC-Moodle

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

Final Exam

Assessment Overview

The Final Exam will enable you to demonstrate that you have achieved all of the learning objectives for this course. The exam is open-book and will cover all material addressed in the course. This assessment will be held during the official examination period.

Assesses PLO1, PLO2

Course Learning Outcomes

- CLO2 : Apply IS/IT strategy development and decision making processes, and examine their alignment with the overall organisational strategy.
- CLO4 : Critically review and explain the strategic management of IT, including key issues and challenges, capability and governance.

Detailed Assessment Description

The final exam will be a written paper held in the formal examination period. The examination is open-book and covers all topics in the course, and is worth 40% of your overall assessment.

All exams are conducted in accordance with the UNSW Rules for the Conduct of Examinations and it is your responsibility to be familiar with these rules. Information about exams is available from myUNSW. Further details about the exam will be available on Moodle by Week 9.

Assessment Length

TBC

Submission notes

TBC

General Assessment Information

Grading Basis

Standard

Requirements to pass course

Achieve a composite mark of 50 out of 100

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Lecture	Module 1: Role of IS in Organizations
	Tutorial	Module 1: Role of IS in Organizations
Week 2 : 3 June - 9 June	Lecture	Module 2: Overview of Strategic Management
	Tutorial	Module 2: Overview of Strategic Management
Week 3 : 10 June - 16 June	Lecture	Module 3: IS/IT Strategic Analysis (Lecture pre-recorded due to public holiday)
	Tutorial	Module 3: IS/IT Strategic Analysis
Week 4 : 17 June - 23 June	Lecture	Module 4: Innovating with IT
	Tutorial	Module 4: Innovating with IT
Week 5 : 24 June - 30 June	Lecture	Module 5: Determining & Managing the Business IS Strategy (Part 1)
	Tutorial	Module 5: Determining & Managing the Business IS Strategy (Part 1)
Week 6 : 1 July - 7 July	Topic	Flexibility Week No Lectures and Tutorials scheduled this week
Week 7 : 8 July - 14 July	Lecture	Module 6: Determining and Managing the Business IS Strategy (Part 2)
	Tutorial	Module 6: Determining and Managing the Business IS Strategy (Part 2)
Week 8 : 15 July - 21 July	Lecture	Module 7: Justifying Investments
	Tutorial	Module 7: Justifying Investments
Week 9 : 22 July - 28 July	Lecture	Module 8: IT Governance
	Tutorial	Module 8: IT Governance
Week 10 : 29 July - 4 August	Lecture	Module 9: Dynamic Capability and the CIO Dilemma
	Tutorial	Module 9: Dynamic Capability and the CIO Dilemma

Attendance Requirements

Students are strongly encouraged to attend all classes and review lecture recordings.

General Schedule Information

Our course consists of 9 Modules to be covered over the 10 weeks of the course. Each week will cover a new topic, except Week 6 (Flexibility Week)

Course Resources

Prescribed Resources

Course Textbook

The textbook for the course is: Peppard, J., and Ward, J. 2016. The Strategic Management of Information Systems: Building a Digital Strategy (4th Edition), Hoboken: John Wiley & Sons, ISBN: 978-0-470-03467-5.

Course Evaluation and Development

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey , which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

In this course, we will seek your feedback through end of semester myExperience responses. You are also encouraged and very welcome to provide feedback and suggestions you might have about the course directly to the lecturers at any time throughout the semester.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Chona Ryan		Quad 2082A	Microsoft Teams	See Moodle for details	No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the [key policies and support page](#).

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support page](#). For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagiarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the

process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW [Current Students](#) page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW [Current Students](#) page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.

5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under “Special Consideration” on the [key policies and support](#) page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the ‘wrong’ assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the [myExperience survey](#), which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.