



DIVISION OF ECONOMIC AND FINANCIAL STUDIES

GRADUATE ACCOUNTING AND COMMERCE CENTRE

**ACCG812: Information Technology
Management**

Michael Matthew

UNIT OUTLINE

Second Semester 2008

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1 About this Unit

1.1 Overview

This unit is designed to give students a managerial or executive perspective over a very broad range of Information Technology related subjects.

It emphasises the management of Information Technology whilst reinforcing the basic concepts and/or technical perspectives of information technology.

Finally, it summarises the practice of Information Technology which will benefit students who:

- will need to work with Information Technology managers and their personnel who are facing some of the problems and are using the principles addressed in the course, or
- will have (some sort of) Information Technology management responsibility.

Whether you are an IT student looking for hints on management or a 'Finance' student looking to find out more about IT so they can be comfortable talking about it in the work place there is a lot for you in this unit.

1.2 Unit Objectives and Learning Outcomes

The objectives and learning outcomes of the unit are many and varied. Primarily it is to get students comfortable with the 'world' and 'jargon' of Information Technology.

Specifically, during the unit we will:

- explore and debate critical issues relating to managing and administering the Information Technology function,
- investigate the overall needs of an organisation and the role of Information Technology in providing them,
- examine alternative ways to match the Information Technology function to the structure and behaviour of the organisation.

The unit makes extensive use of the book's case studies (many of which were clients of the lecturer) as well as the lecturer's over 25 years of practical IT experience.

1.3 Unit Approach

This lecture-based unit will use textbook readings, supplemental readings and extensive class discussion supported by 'homework' assignments. In addition to the usual 'theory' we will examine over 70 'case studies' from both the text and the lecturer's experience.

The weekly lectures/seminars will involve approx. 2 ½ hours:

- 'answering' the questions assigned from the previous lecture, and
- discussion of the current lecture's topics.

1.4 Required Textbook

Information Systems Management in Practice; B.C. McNurlin and R.H. Sprague 7th Edition, 2005, Prentice Hall International.

Note: Copies are available in the University bookshop.

1.5 Unit Timing and Location

- Thursday evenings commencing at 6 p.m. in room E4B314.

1.6 Unit Schedule – Summary

Week	Thursday	Chapter	Topics
1	7 August	1	Importance of Information Systems Management
2	14 August	2	The Top IS Job
3	21 August	3	Strategic Uses of Information Technology
4	28 August	4	Information Systems Planning
5	4 September	5	Distributed Systems: The Overall Architecture
6	11 September	6	Managing Telecommunications
7	18 September	7	Managing Information Resources
		8	Managing Operations

Week	Thursday	Chapter	Topics
	n/a	w/c 22 Sept. 29 Sept.	University Break = no classes
8	9 October	9	Technologies for Developing Systems
9	16 October	10	Management Issues in Systems Development
10	23 October	11 12	Supporting Decision Making Supporting Collaboration
11	30 October	13 14	Supporting Knowledge Work The Challenges Ahead
12	6 November	n/a	<ul style="list-style-type: none"> • Good, Better, Best – from an IT Department perspective • Review case study (presentations/reports) • Course summary & feedback
	13 November	n/a	<p style="text-align: center;">Final Exam</p> <p>6 p.m. (same as lecture time)</p> <p>Venue = TBA (computer lab at Macquarie)</p> <p>Students are recommended not to book flights until the end of the examination period.</p>

The course covers the following areas:

- **Leadership Issues** - Chapters 2, 3 and 4; and 'Good, Better, Best'
- **Managing The Essential Technologies** - Chapters 5, 6, 7 and 8
- **Managing Traditional Systems Development** - Chapters 9 and 10
- **Systems For Supporting Work** - Chapters 11, 12 and 13
- **Moving Into The Future** - Chapter 14

1.7 Unit Grading – Summary

Students will be graded as follows:

- Class Participation - 25%
- Research Paper - 25%
- Final Examination - 50%

Note: Students must pass the final exam to pass the Unit

- TOTAL 100%

Failure to pass the final exam will result in the student being given a mark commensurate with their exam mark.

2 Unit Schedule – Detail

2.1 Lecture 1 – 7 August

2.1.1 The Importance of Information Systems Management

This lecture / chapter traces the growing importance of information systems management and presents a conceptual model to show the key areas, how they fit together, and the principal issues for CIOs in each area.

It sets up the context for the book: first by describing today's business organizational and technical environment; second by describing a framework for viewing the work of the IS organization; and third by describing an IS organization's evolution from 1985 to present.

MeadWestvaco, described from the mid-1980s to the present, is a case example of how these areas are being implemented in an IS organization.

2.2 Lecture 2 – 14 August

2.2.1 The Top IS Job

The responsibilities of the head of the IS function now go far beyond operating highly efficient "production programming shops." These executives must understand the goals of the enterprise and work in partnership with line executives to deploy IT to attain the organization's goals.

This lecture / chapter discusses the top IS executive's job, looking first at the top job itself by summarizing six major responsibilities, and then exploring several ways the information systems function is evolving in organizations.

The SABRE system, Lifescan, BP, Aetna Life and Casualty, Duke Energy International, AXA Financial, Wal-Mart Versus K-Mart, and Rexam provide examples of how the role of systems management is changing.

2.3 Lecture 3 – 21 August

2.3.1 Strategic Uses of Information Technology

Use of the Internet by businesses was the strategic use of information technology a few years ago. Then came the dot-com bust. Questions remain:

- Has the revolution ended?
- Does an even larger revolution loom?
- Are proprietary systems dead, only open systems will survive?
- Does IT even matter any more, strategically?

This lecture / chapter addresses those questions.

Strategic roles of IT fall into one of three categories:

1. “working inward” (improving a firm’s internal processes and structure),
2. “working outward” (improving the firm’s products and relationships with customers) and
3. “working across” (improving its processes and relationships with its business partners).

Stated simply, the strategic value of IT comes from communication, which allows companies to reorganize and integrate business processes within and across boundaries.

With the rapid growth of the Internet, a public network with low communication costs, many of the traditional strategic systems are being replaced with Internet-based, e-business applications.

Grainger, GE Power Systems, Wire Nova Scotia, The Shipping Industry, Cisco Systems and UPS Supply Chain Solutions, Semco, A Day in the Life of an E-lancer, General Mills and Land O’ Lakes, Sara Lee Bakery Group, and Dell Computer provide examples of how companies are using information systems in strategic roles.

2.4 Lecture 4 – 28 August

2.4.1 Information Systems Planning

Systems planning, especially strategic systems planning, is becoming more difficult and more important at the same time. Technology is changing so fast that it is seems futile to plan for it, yet the dependence on this technology makes planning its effective use a matter of organizational life and death.

This lecture / chapter contrasts the traditional view of planning with the sense-and-respond approach of strategy-making, presenting seven IS planning techniques.

Case examples include Microsoft, Skandia Future Centers, Shell Oil, an automobile manufacturer, Cisco Systems, and Electric Power Research Institute.

An important point to remember is that planning does not necessarily mean determining what decisions to make in the future. Rather, a better view of planning is developing a view of the future that guides decision making today. This seemingly subtle difference turns out to be significant in the way that managers approach and execute the planning process.

2.5 Lecture 5 – 4 September

2.5.1 Distributed Systems: The Overall Architecture

This lecture / chapter describes seven types of distributed systems and discusses the concepts of IT architecture and IT infrastructure.

Case examples include Northwest Airlines, an aerospace company, Chubb & Son Insurance Company, The SABRE Group, 3i, General Motors, FMC Corporation, and the city of Sunnyvale.

An IT *architecture* is a blueprint. An IT *infrastructure*, on the other hand, is the implementation of an architecture. Today, people talk about IT infrastructures and the applications that operate on those infrastructures. The first IT architecture was mainframes doing all the processing with dumb terminals providing some input and output. Today, devices of all sizes handle input-processing-output – a much different architecture.

2.6 Lecture 6 – 11 September

2.6.1 Managing Telecommunications

Telecommunications is the flow of information among individuals, work groups, departments, customer sites, regional offices, between enterprises, and with the outside world.

The Internet has also opened up a “cyberspace” where people can be in a virtual world, where organizations can conduct business, and in fact, a place where organizational processes exist. This is providing the foundation for the e-business economy, as just about everything about telecom is shifting.

This lecture / chapter devotes itself heavily to this evolving telecommunications scene, utilizing case examples from ICG Communications, National Semiconductor, Toronto Pearson International Airport, Louisville Metro Sewer District, BMW, American Greetings, and Keebler.

2.7 Lecture 7 – 18 September

2.7.1 Managing Information Resources

This lecture / chapter explores the management of data, information, and knowledge.

It begins by identifying some problems in managing data, and then surveys the evolution of database management systems, including the next-generation systems.

It explores the various types of information that companies need to manage as they treat information as an organizational resource. Then it concludes by discussing one of the most important issues facing companies today: how to manage knowledge.

Case examples include Monsanto, Owens & Minor, HICSS Personal Proceedings, Tapiola Insurance Group, Tennessee Valley Authority, Eastman Chemical Company, and Groove Networks.

2.7.2 Managing Operations

The three major operational issues discussed are outsourcing information systems functions, information security, and planning for business continuity.

Due to mergers, the Internet, e-commerce, and the September 11 terrorist attacks, the subject of computer operations has been receiving a lot of attention. Systems operations are important because, if they are not professionally run (and backed up properly), a computer or network crash could shut down a company's business for some period of time. The main change in operations is a shift in viewpoint. Traditionally, managing operations has meant managing *inward* — managing one's own operations staff, including those who work in the data center, data administration, network administration, and systems programming. Today, it is just as likely to mean managing *outward* — managing the company's relationships with IT external service providers (ESPs) who have taken over day-to-day operational work.

Case examples include Microsoft, ANZ Banking Corporation, Mobil Travel Guide, Eastman Kodak, Honda Motor Company, Exult, Credit Card Fraud, Plymouth Rock Assurance, and Household International.

2.8 Lecture 8 – 9 October

2.8.1 Technologies for Developing Systems

The traditional approach to system development evolved to give the process more discipline, control, and efficiency. However, problems remained.

In the early 1980s, fourth generation languages and prototyping emerged to improve the process further. In the late 1980s, two other important system development approaches emerged: computer-aided software engineering and object-oriented development. The 1990s promised increased developer productivity and reduced maintenance by linking together components and the widespread adoption of ERP systems. Then, in the late 1990s, e-business and Internet-based systems appeared, and the beginning of a new industry, application service providers (ASPs), represented the Internet version of outsourcing applications.

Technologies and tools have changed, but there's still an awfully lot of systems work to be done, in-house or outsourced.

This lecture / chapter reviews this evolution of system development to provide an understanding of the underlying principles of building applications. It discusses underlying technologies, development methodologies, Internet-based systems, and project management.

Case examples include Du Pont Cable Management Services, MGM, Colgate-Palmolive, a telecommunications firm, and Hong Kong Exchanges and Clearing, and Berkins with a discussion case on ExxonMobil.

2.9 Lecture 9 – 16 October

2.9.1 Management Issues in Systems Development

This lecture / chapter discusses issues IS management faces when developing systems:

- staffing,
- successfully implementing systems (change management),
- ways to replace legacy systems, and
- measuring the benefits of systems.

Case examples include A Day in the Life of a Project Manager, The BOC Group, Dow Corning, Amazon.com, GTE Directories, Toyota Motor Sales, and a trucking company.

2.10 Lecture 10 – 23 October

2.10.1 Supporting Decision Making

This lecture / chapter discusses technologies for supporting decision making:

- decision support systems (DSS),
- data mining,
- executive information systems (EIS), and
- expert systems.

It then discusses IT issues related to creating the real-time enterprise.

Case examples include: a problem-solving scenario, Ore-Ida Foods, a major services company, Harrah's Entertainment, Xerox Corporation, General Electric, American Express, Delta Air Lines, a real-time interaction on a website, and Western Digital.

2.10.2 Supporting Collaboration

This chapter discusses various kinds of groups and the types of systems that support their collaborations.

This lecture / chapter focuses on groups, rather than individuals, and the systems and technologies that support the communication and interaction among people as they work in groups.

As in all the lectures / chapters in this “support systems” section, it emphasizes goal-based systems, which are those systems that support work activities that do not follow the same or similar process every time and also deal with information (and knowledge) that cannot be easily encapsulated.

It ends by discussing managing collaboration in virtual organizations.

Case examples illustrating collaboration include DaimlerChrysler, The Open Source Movement, Burr-Brown, HICSS, and Boeing-Rocketdyne.

2.11 Lecture 11 – 30 October

2.11.1 Supporting Knowledge Work

This chapter isolates two of the most illusive, yet important, topics that relate to supporting knowledge work:

- managing knowledge and
- computer ethics.

Managing knowledge means encouraging people to share knowledge in a form that others can easily access, as well as customer knowledge and researchers' knowledge – and how to embed this outside knowledge in a real-time system. Under this topic are the intellectual capital issues of valuing intellectual property, usage, and sharing knowledge.

Computer ethics deals with such areas as information privacy, intellectual property rights and other legal, ethical, and issues relating to information and knowledge. Old laws and regulations were written before the computer age, yet they are being applied to today's software, challenging the applicability the entire realm of intellectual capital challenges.

Case examples involving knowledge work include Buckman Laboratories, BP, a Pharmaceutical Company, Skandia Future Centers, a U.S. Energy Company, a North American bank, Partners HealthCare System, and Clickwrap Agreements.

2.11.2 The Challenges Ahead

The computer's capability to leverage people's brain power allows companies to not only communicate in new ways, but to compete in new ways.

Using the four goals for thriving in the e-world environment goals as a base, this lecture / chapter explores the organizing principles being proposed for thriving in an Internet-based economy.

It looks at the challenges facing IS organizations worldwide by assembling a collage of opinions about possible principles underlying the e-world. Acknowledging our transformation into a networked world, it describes three viewpoints of the differences between non-networked and networked and their importance.

The lecture / chapter concludes with ways to move forward with the people who need to lead us into this new business world and the people who will be led into it.

Case examples include NYNEX, a football team, Cemex, Semco S.A., National Semiconductor, Sun Microsystems, Capital One, MIT's IT for the Non-IT Executive Program, and SIM's Strategic Business Leaders Program

2.12 Lecture 12 – 6 November

2.12.1 Good, Better, Best – From an IT Department perspective

In this extract from his award winning course, Michael relates his experience and observations in relation to professionalism and success in the IT industry. A few of the 'stories' come from his own experience but most come from a number of his colleagues and friends, many of whom have been very successful 'professionally' and, equally importantly, they have been successful personally.

Originally developed as a training course for 'new hires' at KPMG called 'Things I Wish My Partners and Managers Had Told Me'; it developed into 'Good, Better, Best'. In addition to the IT Department version there is also a generic 'team' version along with versions for Professional Services Firms and Internal Audit Departments.

This IT Department version has been developed with significant input from some of Australia's and America's leading IT professionals. Matthew and Matthew sincerely appreciate their input and contribution.

As this is the last lecture for the course it will also cover revision of the semester and 'critique' of the case studies.

3 Unit Grading

3.1 Class participation

'Class Participation' will consist of both a student's actual participation (contributing to discussion, answering questions etc.) during the formal 'lectures' combined with the quality of their 'homework' which will be required to be submitted each week.

3.1.1 'Homework'

At the conclusion of each lecture, students will be given their 'homework' assignments, which will consist of the following:

- Summarise what you believe are the key five points of (each of) the chapter(s) covered by the lecture. These will be the five most important points in the lecture/chapter, as you perceive them. Include in your answer why you believe each point is important.
- Answer a series of 'Review' and 'Discussion' questions at the end of each chapter as set by the lecturer following each lecture.

Students should bring two copies of their homework to the following week's lecture. One of these copies is for the student to use during discussion etc. The other will be handed in to the lecturer for assessment. Your name, student id and signature should be on the front page.

An example 'front page' is included on the Unit Blackboard site.

3.1.2 Assessment

This is an evaluation of your contribution in class to the discussion of the lectures/textbook and questions set along with your submitted formal (written) answers.

Of the 25% allocated to class participation, half will be based students' marks for homework.

Contributions in class will be prorated weekly with the following being an indication of the marks a student can expect to receive:

- 12.5% - Asks good questions, makes valuable observations and answers questions effectively on an ongoing basis.
- 9% - A frequent participant, but all questions, answers or observations are not always effective.
- 6% - Only participates infrequently or questions/answers do not reflect adequate preparation.
- 3% - Very rare preparation or questions/answers reflect little or no preparation or very late to class.
- 0% - Displays no sign of life or absent for the entire class.

Students are expected to attend class and participate.

Not attending class will have an influence on this portion of a student's grade since they can't participate if they don't attend.

Students are also expected to provide homework on the scheduled dates (the lecture following). Failure to provide homework will mean that students cannot earn marks for those weeks missed.

3.2 Research Paper

This paper is worth 25% of assessment and is to be submitted following Lecture 10 (23 October).

3.2.1 The required paper: IT Security – Sorting Out Fact from Fiction

Background

You are the Special Projects Manager for the large Australian company Carringbush Limited. You report directly to the CFO with a 'strong dotted line' to the CIO.

The CFO has called you into his office to express his concern re Carringbush's potential exposure to what he called "IT Security Issues".

As Carringbush has among its clients the Australian and U.S. military (among others) he is concerned re 'cyber-terrorism' which has been discussed at length in the press / media recently.

He is also worried about viruses, hackers etc. that also feature in the press as well as "internal" threats like the reports of individuals using systems to defraud their employers of \$ millions. He knows that, whilst Carringbush needs to worry about external influences, there are also dangers within.

What has him frustrated is that whilst he reads quality surveys from firms like Accenture, Ernst & Young, Protiviti etc. much of what is written is 'sensationalized' or written by consultants / software vendors trying to sell their products / services.

He is reasonably IT savvy but he and his fellow 'non-techie' senior executives would like to be better informed before discussing these issues with the CIO and other members of IT management.

Your Mission

He has asked you to prepare a briefing report for him and his fellow 'non IT' managers outlining the 'state of play' in relation to IT security – in short = sorting out the facts from the hype.

They want you to cover anything you think is relevant but at a minimum expect:

- What are the threats to Carringbush (internal and external) including:
 - Definition
 - Likelihood
- What defenses Carringbush could / should employ against these threats
- Cost-benefit considerations
- Trends in IT security
 - Threats and defenses

Your report should culminate in a list of 10 questions that you recommend that the CFO and his fellow executives ask your company's IT Department.

3.2.2 The 'rules' for undertaking this project

The paper is to take a team approach so students will need to work with other class members. Teams of four are preferred.

Please note the following:

- The paper should not exceed 6000 words
- You are able to use any e.g. graphics you want. Feel free to be creative.
- 2 copies of the paper should be submitted. The 2nd should be 'electronic' – on e.g. CD.
- The paper should contain a cover sheet that shows the name of each member of the team along with the proportionate contribution made by each member (if the latter is omitted it will be assumed that each team member made an equal contribution).
- The student id and signature of each team member should also be on this cover sheet.
- Note that the paper can be divided between members of the team. It is not necessary for each team member to work on each section of the project.
- The mark for the project will be awarded to each team member with an adjustment in instances where not all team members contributed equally.
- Whilst the assignment should follow academic standards in relation to non-plagiarism, recognition of sources etc.; the report presented should be of a professional (business) standard in terms of content and layout. It should include:
 - A Table of Contents
 - An Executive Summary
 - Appropriate use of headings, sub headings etc.
 - **Single spacing** and no 'widows and orphans' (paragraphs that go over a page)

3.3 Examination

The examination is worth 50% of the unit's assessment.

Note: Students must pass the final exam to pass the Unit

Failure to pass the final exam will result in the student being given a mark commensurate with their exam mark.

The exam will be held at 6.00 p.m. on Thursday 13 November. It will be held in a computer lab at Macquarie University's North Ryde campus.

It will be an 'online' (typed on a computer) exam with 7 to 9 'narrative' or essay type questions.

Calculators are not necessary and are not permitted in the exam.

Dictionaries (manual or electronic) are not permitted in the exam.

The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at www.reg.mq.edu.au/Forms/APSCon.pdf

You are advised that it is Macquarie University policy not to set early or delayed examinations for individuals or groups of students. All students are expected to ensure that they are available until the end of the teaching semester, that is the final day of the official University examination period, and can attend the exam at the designated time and place.

4 University Policies and Support Services

4.1 Plagiarism

The University defines plagiarism in its rules: "Plagiarism involves using the work of another person and presenting it as one's own." Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism. These can be found in the *Handbook of Postgraduate Studies* or on the web at: www.student.mq.edu.au/plagiarism

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

4.2 University Policy on Grading

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark.

4.3 Student Support Services

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at www.student.mq.edu.au

5 Web Site Details

A Blackboard site has been set up for this Unit at:

<http://learn.mq.edu.au>

Students log into Blackboard using their Student ID Number and myMQ Portal Password.

Click on ACCG812 to access this unit's resources.

This site contains copies (PowerPoint shows) of all the lecture notes / presentations.

It also contains other relevant presentations and other information.

In addition, it contains i-Lectures which are used in the online running of this unit – OLACCG812.

These are the actual 'face to face' lectures (audio only) which were recorded during 1st semester 2008.

These will prove useful should e.g. a student miss a lecture / want to revisit the lectures.

6 Visiting Lecturer Information

Michael Matthew, Principal, Matthew and Matthew

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Formerly a partner with a 'Big 4' accounting firm responsible for their Risk Management practice in Sydney, Michael left in September 1998 to form his own Business Consulting practice, Matthew and Matthew with his similarly qualified wife.

Matthew and Matthew is a niche business consulting firm whose range of services includes providing outsourced finance department services (accounting) to a range of companies including Australian subsidiaries of foreign companies.

They also specialise in writing customised training courses for organisations on things like:

- Finance for non-finance executives
- Leadership and teamwork
- Report writing
- Sales and proposal writing

Michael also still practices in the project management area including acting as a project manager / 'angel'. Michael specialises in running facilitation sessions for companies in terms of planning (IS and other) and helping resolve problems, particularly with projects that have 'run off the rails'.

One of Michael's major clients was the Technology Advisory practice of KPMG where he operated as a 'skills coach' for Australia and New Zealand for 9 years.

Other current and recent clients that he is 'allowed' to tell us about (i.e., they weren't clients where he was called in to look at 'sick' projects) include:

- National Insurance Brokers Association (NIBA)
- Macquarie University
- Premier Media Group (Fox Sports)
- News Limited
- Australian Rugby League Foundation
- KPMG
- IAG
- Fox Studios Australia

Michael is described as an 'interesting' and entertaining speaker who has won numerous best paper awards. He 'lives' by the creed of his hero: Jesse 'The Body' Ventura (ex-WWE wrestler and former Governor of Minnesota): **"You've gotta tell it like it is!"**