Discipline of Information and Communication Technology

Unit Outline

KXO223 Systems Acquisition and Implementation Management

September 2014 - January 2015

Shanghai, China

Unit Coordinator

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Lecturing Staff

Dr. Yuan Hongchun
UNIT OVERVIEW

Introduction

In this unit students will be introduced to the concept and issues involved in managing external software acquisition and implementation. They will gain knowledge and skills in: identifying the issues relevant to purchasing or renting software; selecting the most appropriate solution for a particular organisational need - whether that be via purchase or Software as a Service; understanding the issues and problems associated with software acquisition and its subsequent implementation; and identifying the causes for human resistance to change and the range of potential solutions which can be used in overcoming this resistance. The unit is suitable for future or practicing consultants, managers; and business and systems analysts. Although students are required to reason abstractly and creatively, there is no specialist prerequisite knowledge required for this unit.

Prerequisites

KX0222

Unit Weight

12.5% of one academic year

Learning expectations

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers. The University’s Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

Attendance/performance requirements and teaching and learning strategies

No attendance/performance requirements specified.

Communication

No communication specified.

Teaching Pattern

Lecture: 2 hr/wk
Tutorials: 1 hr/wk

Unit Content

1. IS contract negotiation and management
2. IS procurement
3. Understanding the business implications of Open Source architectures and solutions
4. ISD approaches and limitations, including agile and adaptive techniques
5. The Build vs. Buy vs. Rent decision
6. Pre-built solutions and hosting (Software-as-a-Service, Platforms-as-a-Service, Infrastructure-as-a-Service, Desktop-as-a-Service, etc. and the Cloud)
7. IS vendor selection and management (identifying requirements and potential products, RFPs and RFIs, product and vendor evaluation)
8. IS packages (requirements specification, selection criteria, vendor due diligence, contract negotiation, contract modification, implementation, integration issues)
9. Legal Issues (the negotiation process, key elements of a software licence, PSAs, service contracts)
10. Implementation considerations (establishing the roadmap, who is in charge, selling the solution, organisational readiness)
11. Implementation (ground rules, installation, configuration, interfaces and conversions, customisation, training, user manuals)
12. Post-implementation (support, user acceptance, post-implementation reviews, systems maintenance, upgrades)
13. Management of ICT-based change, motivating organisational change and innovation

For more information see the section titled 'Content' on the unit website.

Prior Knowledge and/or Skills
Learning Outcomes

On successful completion of this unit, you will be able to:

1. Demonstrate knowledge of the issues and options available to those providing organisation ICT services
2. Evaluate the arguments for and against differing approaches to acquiring a system; and demonstrate the ability to match particular approaches to particular organisational contexts
3. Discuss the issues associated with package selection, including: requirements specification, selection criteria and vendor due diligence, as well as applying tools and techniques to business cases
4. Understand the differences and relative uses of purchased software compared with Software-as-a-Service (SaaS) and be able to apply this knowledge to business cases
5. Demonstrate an understanding of the principles and processes involved in IS vendor selection and management, as well as in IS contract negotiation and management
6. Explain the major issues and human concerns in IS-related organisational transformation, identify causes of human resistance to change; and demonstrate the ability to identify and implement steps involved in effectively managing IS-related change within an organisation
7. Understand the approaches and frameworks applicable to implementing systems within organisations; and appreciate the purpose of and approaches to post-implementation reviews
8. Be able to work as a member of a group to gather, analyse and present a case study evaluation
9. Individually research a topic related to the unit material and evaluate a range of opinions to present an unbiased but critical analysis of the problem

Generic graduate attributes

Successful completion of this unit supports your development of course learning outcomes, which describe what a graduate of a course knows, understands and is able to do. The course learning outcomes for all the ICT degrees can be found via: http://www.utas.edu.au/ict/new-courses. Course learning outcomes are developed with reference to national discipline standards, Australian Qualifications Framework (AQF), any professional accreditation requirements and the University of Tasmania’s Graduate Quality Statement.

The University of Tasmania experience unlocks the potential of individuals. Our graduates are equipped and inspired to shape and respond to the opportunities and challenges of the future as accomplished communicators, highly regarded professionals and culturally competent citizens in local, national, and global society. University of Tasmania graduates acquire subject and multidisciplinary knowledge and skills and develop creative and critical literacies and skills of inquiry. Our graduates recognise and critically evaluate issues of social responsibility, ethical conduct and sustainability. Through respect for diversity and by working in individual and collaborative ways, our graduates reflect the values of the University of Tasmania.

Knowledge

1. Students will be able to apply previous studies in systems analysis and business knowledge to the acquisition and implementation of a software system
2. Students will be able to investigate and overcome the issues and challenges associated with corporate software acquisition - both internal and external
3. Students will develop research skills to enable them to investigate and analyse a topical issue in the area of software acquisition and implementation and to distinguish between industry views and those based on empirical evaluation
4. Students will develop a broad knowledge base in the literature of software acquisition and implementation.

Communications Skills

1. Students will demonstrate strong oral and written skills through effective teamwork situations, be able to organise and present information in well structured presentations and through effective verbal communication using communication technologies as appropriate
2. Students will be able to communicate effectively the findings of analysis of both theoretical and industry-related knowledge

Problem-Solving

1. Students will develop effective problem-solving skills, be able to conceptualise problems and be able to find, acquire, evaluate, manage and use relevant information in a range of media to present both individual and group analyses.
2. Students will have the ability to interact effectively with others to work towards a common outcome.

Global Perspective
1. Students will be able to demonstrate mastery of understanding appropriate to professional practice in preparation for the transition to a business environment.

2. Students will be able to recognise the critical importance of the software acquisition and implementation process in the business environment.

3. Students will gain an understanding of the similarities and differences between software acquisition and implementation issues across cultures.

Social Responsibility

1. Students will learn to acknowledge the social and ethical implications of their decisions and appreciate the impact of social change on organisations and individuals where new technologies are implemented.

**Alterations to the unit as a result of student feedback**
### UNIT ASSESSMENT

#### Assessment Pattern
Internal (50%), Exam (50%)

#### Assessment Summary

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Task 1 - Case Study Presentation</td>
<td>20%</td>
<td>from Week 4 to Week 11</td>
</tr>
<tr>
<td>Task 2 - Weekly Quizzes</td>
<td>10%</td>
<td>from Week 2 to Week 11 at 8:55pm (Shanghai time)</td>
</tr>
<tr>
<td>Task 3 - Research Assignment</td>
<td>20%</td>
<td>21 November 2014, 8:55pm (Shanghai Time)</td>
</tr>
<tr>
<td>Exam</td>
<td>50%</td>
<td>The final exam is conducted by the University of Tasmania's Student Centre in the formal examination period. AIEF's Teaching and Learning Administration Office will provide you with the specific date, time and location of your exam.</td>
</tr>
</tbody>
</table>

#### Assessment Items

**Item 1**

**Title:** Task 1 - Case Study Presentation  
**Type:** In-Semester - group assignment  
**Task Length:** 15 min presentation, 5 min Q&A, 10 MC questions  
**Weighting:** 20%  
**Links to Learning Outcomes:** 1-8  
**Due:** from Week 4 to Week 11

**Description:** These case studies are designed as student-centred learning exercises which illustrate aspects of the lecture material in more detail. Each student will belong to a case study group and each group will present one (1) case study and prepare 10 multiple choice questions about the case study and its analysis. Refer to the Unit Schedule in MyLO for each group’s presentation time. Marks will be awarded on the basis of:

- Quality of the PowerPoint slides and their notes  
- Content references  
- The actual presentation  
- Quality of multiple choice questions.

Refer to Assessment folder in MyLO for marking criteria.

PowerPoint Slides and Multiple Choice Questions are due at 8:55pm Shanghai time on the following dates:

<table>
<thead>
<tr>
<th>Group</th>
<th>Due</th>
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</thead>
<tbody>
<tr>
<td>Group 1</td>
<td>Due: 6 October</td>
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<tr>
<td>Group 2</td>
<td>Due: 13 October</td>
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<tr>
<td>Group 3</td>
<td>Due: 20 October</td>
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<td>Group 4</td>
<td>Due: 27 October</td>
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<td>Group 5</td>
<td>Due: 3 November</td>
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<tr>
<td>Group 6</td>
<td>Due: 9 November</td>
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<tr>
<td>Group 7</td>
<td>Due: 17 November</td>
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<tr>
<td>Group 8</td>
<td>Due: 24 November</td>
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</tbody>
</table>
Item 2  
**Title:** Task 2 - Weekly Quizzes  
**Type:** In-Semester - individual assignment  
**Task Length:** not applicable  
**Weighting:** 10%  
**Links to Learning Outcomes:** 1-8  
**Due:** from Week 2 to Week 11 at 8:55pm (Shanghai time)  
**How To submit:**  
**Description:** This assessment measures students' preparation and attention in the weekly workshops. The lecturer will prepare quizzes for weeks 2-4, but the presenting groups will prepare the quizzes for weeks 5-12. Students will answer 10 multiple choice questions about the case study and the presenters' analysis of the case study each week.  

All quizzes are due at 8:55pm Shanghai time.

<table>
<thead>
<tr>
<th>Quiz Type</th>
<th>Due Date</th>
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</thead>
<tbody>
<tr>
<td>Introduction Quiz</td>
<td>Due: 29 September</td>
</tr>
<tr>
<td>Aeroplane Quiz</td>
<td>Due: 6 October</td>
</tr>
<tr>
<td>Case 1 Quiz</td>
<td>Due: 13 October</td>
</tr>
<tr>
<td>Case 2 Quiz</td>
<td>Due: 20 October</td>
</tr>
<tr>
<td>Case 3 Quiz</td>
<td>Due: 27 October</td>
</tr>
<tr>
<td>Case 4 Quiz</td>
<td>Due: 3 November</td>
</tr>
<tr>
<td>Case 5 Quiz</td>
<td>Due: 10 November</td>
</tr>
<tr>
<td>Case 6 Quiz</td>
<td>Due: 17 November</td>
</tr>
<tr>
<td>Case 7 Quiz</td>
<td>Due: 24 November</td>
</tr>
<tr>
<td>Case 8 Quiz</td>
<td>Due: 1 December</td>
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</tbody>
</table>

Item 3  
**Title:** Task 3 - Research Assignment  
**Type:** In-Semester - individual assignment  
**Task Length:** 1500 - 2000 words  
**Weighting:** 20%  
**Links to Learning Outcomes:** 1-7, 9  
**Due:** 21 November 2014, 8:55pm (Shanghai Time)  
**How To submit:**  
**Description:** This assignment is a research essay and is designed to encourage students to read widely around a topic related to the unit content. The topic has been selected for two reasons: because it is a popular topic which is of great interest at present; and also because it tends to polarise people. Students will need to focus on the facts and try to ignore the hype surrounding this topic. To pass this assignment, you will need to have referenced all material correctly.

Item 4  
**Title:** Exam  
**Type:** Formal Examination  
**Task Length:** 2 hours  
**Weighting:** 50%  
**Links to Learning Outcomes:** 1-7  
**Due:**  

The final exam is conducted by the University of Tasmania's Student Centre in the formal examination period. AIEN's Teaching and Learning Administration Office will provide you with the specific date, time and location of your exam.

**Description:** This is a closed book examination.

See the 'Assessment' section in unit website for more detailed information about assessment items.  

**How your Final Grade will be determined**  
Overall assessment will be based on the student's performance throughout the semester as well as in a formal examination. In order to achieve a pass (or better) result, a student must obtain:
1. at least 45% of the total mark for in-semester assessment items
2. at least 45% of the mark for the formal examination
3. at least 50% of the overall mark

Attendance Requirements

It is a requirement of your Chinese university that you attend all classes. UTAS supports this principle. It is our belief that attendance in class leads to better engagement with the subject matter and therefore to better results. Please attend all classes.
UNIT RESOURCES

Unit Web Site

This unit is Web Supplemented. This means that the use of the Web is optional for this unit. The unit website contains unit information and resources. The unit website is accessed from http://www.utas.edu.au/coursesonline/. You will need to use your University of Tasmania email pop account username and password to log on to the MyLO system. Once authenticated by the system your personalised MyLO Learning Online area will be displayed. It contains links to the websites that you have permission to access - including the website for this unit.
If you are not able to access the unit website, please contact the technical staff at SOU.

Prescribed Text


Readings

Supplementary resources in MyLO unit site.

Software

The software that you will need to access the unit website and to study this unit, including general purpose software such as word processors, is provided on the computers in the computing labs. If you intend to use software on other computers please check that the versions are compatible.
GENERAL RESOURCES

School Website

Discipline of ICT, School of Engineering and ICT - Faculty of Science, Engineering, and Technology.
http://www.utas.edu.au/ict

Faculty Website

Information and Resources for Faculty of Science, Engineering and Technology students are available on the faculty website at: http://www.utas.edu.au/scieng

University Website

Information and Resources for 'Current Students' are available on the university website at: http://www.utas.edu.au/students/
Approach to Learning

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

The University's Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

You are expected to spend about 130 hrs studying in this unit - this includes attendance at scheduled teaching sessions. (For a 13 week semester this is, on average, 10 hr/wk.) This is the amount of study time that the 'typical' student will need to reach the level of competence and understanding required to fulfil the unit objectives. You are expected to:

- attend all scheduled teaching sessions, unless otherwise notified by the unit coordinator
- prepare for, and actively participate in all scheduled teaching sessions
- complete the assigned learning tasks
- review what has been learnt
- complete assessment items and submit them on time
- access and be familiar with the information and resources available on the unit website
- seek help from teaching staff if you have any questions or difficulties in studying this unit

You are encouraged to read the university's Code of Conduct for Teaching and Learning. Part A describes the 'Responsibility of the University to Students' and part B describes the 'Responsibilities of Students to the University'.


It is expected that students will familiarise themselves with access and use of the MyLO system operated by the University for the electronic delivery of course materials, and for various forms of communication.

It is expected that students will consult email sent to their University email address at least twice a week for notices relating to the administration of the unit, and for notification of the results of assignments.

It is expected that students will read the background material specified in the course curriculum, will actively attend and participate in tutorials, and be prepared to discuss relevant issues arising with tutors, lecturers and fellow students.

Student Expectations of the Unit

Students enrolled in this Unit may reasonably expect the following:

1. To be able to contact a lecturer or tutor by electronic mail, to raise issues arising in the unit, either relating to content or student performance within the unit.
2. Subject to availability, to be able to discuss such issues in person with the lecturer or tutor.
3. That assignments will be marked and the marks will normally be returned within 3 weeks of due dates.
4. That all relevant notices regarding the administration of the unit, including any necessary changes, will be communicated to all students enrolled in the unit via email.

These expectations are in addition to those specified in relevant University regulations.
Plagiarism

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others, and how to maintain academic integrity. Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

Unless specifically stated in the specification of the assessment item provided on the unit website, it is required that:

- work submitted by a student is the work of that student alone OR
- where the assessment item is to be completed by a group of students, the work submitted by the group of students is the work of that group of students alone.

While students are encouraged to discuss the assignments in this unit and to engage in active learning from each other, it is important that they are also aware of the University's policy on plagiarism. Plagiarism is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example downloading an essay wholly or in part from the internet, copying another student's work or using an author's words or ideas without citing the source.

"Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example, using an author's words without putting them in quotation marks and citing the source, using an author's ideas without proper acknowledgment and citation, copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines. You may also find the Academic Honesty site on MyLO of some assistance.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline - Part 3 Academic Misconduct, see [http://www.utas.edu.au/__data/assets/pdf_file/0006/23991/ord91.pdf](http://www.utas.edu.au/__data/assets/pdf_file/0006/23991/ord91.pdf).

The University and any persons authorised by the University may submit your assessable works to a plagiarism checking service, to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. It is a condition of this arrangement that the original author's permission is required before a work within the database can be viewed."

It is important that you understand this statement on plagiarism. Should you require clarification please see your unit coordinator or lecturer. Useful resources on academic integrity, including what it is and how to maintain it, are also available at: [http://www.academicintegrity.utas.edu.au](http://www.academicintegrity.utas.edu.au)

Academic misconduct

Academic misconduct includes cheating, plagiarism, allowing another student to copy work for an assignment or an examination, and any other conduct by which a student:

a. seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person are not entitled; or

b. improperly disadvantages any other student.

Students engaging in any form of academic misconduct may be dealt with under the Ordinance of Student Discipline, and this can include imposition of penalties that range from a deduction/cancellation of marks to exclusion from a unit or the University. Details of penalties that can be imposed are available in Ordinance 9: Student Discipline [http://www.utas.edu.au/__data/assets/pdf_file/0006/23991/Ordinance-9-Student-Discipline.pdf](http://www.utas.edu.au/__data/assets/pdf_file/0006/23991/Ordinance-9-Student-Discipline.pdf) - Part 3 Academic Misconduct.

Referencing

The preferred text referencing systems for the School is the Harvard system (also referred to as the author-date system). In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. The University library provides information on presentation of assignments, including referencing styles and should be referred to when completing tasks in this unit. For information on presentation of assignments,
It is important that you understand how to correctly refer to the work of others and maintain academic integrity. Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence. The university document on plagiarism contains information about referencing the work or ideas of others (see http://www.utas.edu.au/plagiarism/).
Submissions
The details of the submission method (paper, electronic or other) for each assignment will be supplied in a separate assignment specification sheet. All in-semester assignment submissions (including electronic submissions) are to include an Assignment Cover Sheet which includes a statement confirming that the submission is your own work. If this undertaking is not signed, the assignment will not be marked. The Assignment Cover Sheet is available on the Discipline’s web site http://www.utas.edu.au/ict/resources.

Extensions
Assessment items will not be accepted after the due date except under the conditions stated in the Discipline policy on late assessment. http://www.utas.edu.au/__data/assets/pdf_file/0003/231960/ExtensionPolicy.pdf (PDF - 100KB).

Review of Assessment and Appeals

1. It is expected that students will adhere to the following policy for review of any piece of continuous assessment.
   a. Within 5 days of the release of the assessment result, the student should request an appointment with the Lecturer. The student should be prepared to discuss specifically which section of the marking criteria they are disputing and why they consider the mark is inappropriate.
   b. Following this discussion, students may request a formal remark of the original submission (in accordance with Rule of Academic Assessment 111, clause 22.1). This remark will be undertaken, where practicable, by an alternative assessor.

2. Students may also request a review of the final result in a unit. The request and payment must be made within 10 days from the date of the result notification. Students are referred to Rule of Academic Assessment 111, clause 23 at http://www.utas.edu.au/university-council/university-governance/rules and http://www.studentcentre.utas.edu.au/examinations_and_results/results/result_review_results.htm.

Complaints Procedure
It is expected that students will adhere to the following policy for making any complaint or grievance directly related to a Unit:

   a. In the first instance, students are to approach the Lecturer or Unit Coordinator concerned and arrange a time to speak with them about their concern.
   b. If an issue remains unresolved, the student should approach the Head of School and arrange a time to speak with them about their concern.

If the School's internal policy of complaints is unable to resolve an issue, students should consult Ordinance 8 Student Complaints for further direction, see http://acserv.admin.utas.edu.au/complaints_info.html

Formal Examination

The formal examination will be held at SOU, Shanghai, and is conducted by the University Registrar.

Final Grade

Passing grades will be awarded based on the AVCC guidelines:

- PP at least 50% of the overall mark but less than 60%
- CR at least 60% of the overall mark but less than 70%
- DN at least 70% of the overall mark but less than 80%
- HD at least 80% of the overall mark

In order to comply with the benchmarks set by the Faculty of Science, Engineering & Technology for distribution of grades in units, both the in-semester and examination marks that students obtain may be adjusted either upwards or downwards. See http://fcms.its.utas.edu.au/scieng/scieng/policies.asp for details of the Faculty Assessment Guidelines.

Further information and assistance

If you are experiencing difficulties with your studies or assignments, have personal or life-planning issues, disability or illness which may affect your course of study, you are advised to raise these with the unit coordinator in the first instance.

There is a range of University-wide support services available to you including Student Learning Support (http://www.utas.edu.au/student-learning/), Student Advisers (http://www.utas.edu.au/first-year/student-advisers), Disability Services (http://www.utas.edu.au/students/disability/students), and more which can be found on the Student Support and Development page (http://www.utas.edu.au/students/support-development) of the University website.
Should you require assistance in accessing the Library, visit their website (http://www.utas.edu.au/library/study) for more information.