MBA908 Designing and Leading Technology-Centric Enterprises T326 Brief

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle. Information contained within this Subject Outline applies to students enrolled in the trimester as indicated.

1. General Information

1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
MBA	1 trimester	Postgraduate	Dr Yan Wang yan.wang@koi.edu.au L: 7-11, 11 York Street Consultation: via Moodle or by appointment

1.2 **Core / Elective**
This is a core subject for the above courses.

1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points.

Subject Credit Points	Total Course Credit Points
4	MBA: 48 Credit Points

1.4 Student Workload

Indicated below is the expected student workload per week for this subject

No. Timetabled Hours/Week*	No. Personal Study Hours/Week**	Total Workload Hours/Week***
3 hours/week plus supplementary online material	7 hours/week	10 hours/week

* Total time spent per week at lectures and tutorials
** Total time students are expected to spend per week studying, completing assignments, etc.
*** Combination of timetable hours and personal study.

1.5 **Mode of Delivery:** Face-to-face on-site unless otherwise notified (please check Moodle). Note – since T322, KOI is in transition, and most classes will be returning to face-to-face delivery. However, there are a range of issues remaining because of COVID-19. For example, some students may have trouble travelling to Australia. Because of this, some classes may still be online. This affects whether the final exam for a subject will be open-book or closed-book.

1.6 Pre-requisites Nil

1.7 General Study and Resource Requirements

- Students are expected to attend classes with the weekly worksheets and subject support material provided in Moodle. Students should read this material before coming to class to improve their ability to participate in the weekly activities.
- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

Resource requirements specific to this subject: Specific resources will be identified in discussions with your lecturer. Prescribed readings and research examples will be posted to Moodle for additional guidance, and recommended readings listed in section 2.9 will provide useful background reading.

1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

1.9 Integration of AI in the curriculum

AI has been integrated into the MBA908 curriculum across relevant topics, learning activities, case studies, and assessments to reflect the growing importance of intelligent technologies in modern organisations. Students examine AI as an emerging technology and explore its role in digital transformation, strategic decision-making, innovation, leadership, and organisational performance. The curriculum also encourages critical evaluation of AI-related opportunities, risks, ethical issues, and implementation challenges, enabling students to develop practical managerial capabilities for designing and leading technology-centric enterprises in an increasingly AI-driven business environment.

2. Academic Details

2.1 Overview of the Subject

MBA908, titled Designing and Leading Technology-Centric Enterprises is a comprehensive course that provides an essential introduction to the foundational elements of professional and academic technology. It covers identifying tech opportunities, leveraging digital tools, fostering innovation, and maintaining competitive edges in dynamic markets. Essential for leaders aiming to excel in the high-tech industry landscape.
Particular emphasis is placed on the strategic application of artificial intelligence (AI), generative AI, automation, data analytics and other emerging technologies to transform business models, enhance organisational capabilities, improve decision-making and create new sources of value. Students critically examine how leaders can identify and evaluate AI-enabled opportunities, manage digital transformation, integrate AI into organisational processes,

and develop technology-driven strategies aligned with business objectives. The course also addresses the issues of data governance, privacy, cybersecurity, algorithmic bias, transparency, accountability and the impact of automation on employees and society. Through these perspectives, MBA students develop the strategic, analytical and leadership capabilities required to design, implement and lead technology-centric enterprises and maintain competitive advantage in rapidly evolving global markets.

2.2 Graduate Attributes for Postgraduate Courses

Graduates of Postgraduate courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a Master's degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply an advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

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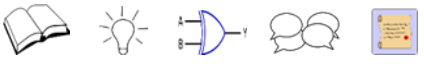
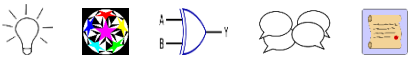
King's Own Institute's generic graduate attributes for a master's level degree are summarised below:

2.3

	KOI Master Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge, including recent developments and applied research methods
	Critical Thinking	Critical thinking skills to identify and analyse current theories and developments and emerging trends in professional practice
	Communication	Communication and technical skills to analyse and theorise, contribute to professional practice or scholarship, and present ideas to a variety of audiences
	Research and Information Literacy	Cognitive and technical skills to access and evaluate information resources, justify research approaches and interpret theoretical propositions
	Creative Problem Solving Skills	Cognitive, technical and creative skills to investigate, analyse and synthesise complex information, concepts and theories, solve complex problems and apply established theories to situations in professional practice
	Ethical and Cultural Sensitivity	Appreciation and accountability for ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Leadership and Strategy	Initiative, leadership skills and ability to work professionally and collaboratively to achieve team objectives across a range of team roles Expertise in strategic thinking, developing and implementing business plans and decision making under uncertainty
	Professional Skills	High level personal autonomy, judgement, decision-making and accountability required to begin professional practice

Subject Learning Outcomes

Listed below, are *key* knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
a) ULO1 Interpret the external environmental drivers of a contemporary technology-centric enterprise.	
B) ULO2 Assess frameworks that guide success of a contemporary technology-centric enterprise.	
C) ULO3 Evaluate the reasons for failure of a contemporary technology centric enterprise.	
D) ULO4 Appraise the leadership attributes necessary for success of a contemporary technology-centric enterprise.	
E) ULO5 Assess the types and pattern of a contemporary technology-centric enterprise.	

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2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

Weekly Planner:

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
Week 1 26 October	Information Systems in Global Business Today.	**MIS: Managing The Digital Firm** Laudon & Laudon, 2026 Chapter 1	Readings review questions /discussion Tutorial 1
Week 2 02 November	Global E-business and Collaboration. Information Systems, Organisations and Strategy.	Chapter 2 & 3	Readings review questions /discussion Tutorial 2
Week 3 09 November	Ethical and Social Issues in IT/IS.	Chapter 4	Readings review questions /discussion Tutorial 3
Week 4 16 November	IT Infrastructure and Emerging Technology.	Chapter 5	Readings review questions /discussion Tutorial 4
Week 5 23 November	Foundations of Business intelligence	Chapter 6	Readings review questions /discussion Tutorial 5
Week 6 30 November	Telecommunications, the Internet, and Wireless Technology Securing IT Systems in an Organisation	Chapter 7 & 8	Readings review questions /discussion Tutorial 6
Week 7 07 December	Achieving Operational Excellence: Enterprise Applications E-Commerce: Digital Markets, Digital Goods	Chapter 9 & 10	Readings review questions /discussion Tutorial 7
Week 8 14 December	Managing Knowledge and Artificial Intelligence. Enhancing Decision Making	Chapter 11 & 12	Readings review questions /discussion Tutorial 8
Week 9 04 January	Building Information Systems	Chapter 13	Readings review questions /discussion Tutorial 9

Week 10 11 January	Making the Business Case for Information Systems and Managing Projects Managing Global systems	Chapter 14 & 15	Readings review questions /discussion Tutorial 10
Week 11 18 January	Presentation	According to the rubric guidelines	Presentation
Week 12 25 January	Review of the course.		Presentation
Week 13 01 February	Study review week and Final Exam Week		
Week 14 08 February	- Final Exam Week - Continuing students - enrolments for T127 open		Please see the exam timetable for the exam date, time and location
Week 15 15 February	- Student Vacation begins - New students - enrolments for T127 open		
Week 16 22 February	• Results Released • Review of Grade Day for T326 – see Sections 2.6 and 3.2 below for relevant information. • Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T127 01 March 2027			
Week 1 01 March	Week 1 of classes for T127		

2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (1 hour/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.

2.6 Student Assessment

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 1 (Individual) The Role of Technology-Centric Enterprise Design in Achieving Competitive Advantage	Week 5 1600 words	25%	a, b, d, e
Assessment 2 (Individual): The Role of Leadership in Building and Managing Technology-Driven Organizations..	Week 8 1600 words	25%	a, b, d, e
Assessment 3 (Individual) Examining Ethical and Social Challenges in Technology-Centric Organisations.	**Report: Week 10** 1600 words **Presentation:** Week 11 & 12 (Around 10 slides)	50% [report 20% & presentation 30%]	a, b, c, d, e

Requirements to Pass the Subject:

To gain a pass or better in this subject, students must gain at least *50%* of the total available subject marks.

2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

Prescribed Text:

Laudon, K.C., Laudon, J.P. & Traver, C.G. 2026, Management Information Systems: Managing the Digital Firm, 18th edn, Pearson.

Rogers, D.L., 2023.*The digital transformation roadmap: rebuild your organization for continuous change*. Columbia University Press.

Recommended readings:

Adel, A., 2022. Future of industry 5.0 in society: human-centric solutions, challenges and prospective research areas. *Journal of Cloud Computing*, *11*(1), p.40.

Azeem, M., Aziz, S., Shahid, J., Hayat, A., Ahmed, M. and Khan, M.I., 2022. The impact of customer centric business strategies on customer relationship management: pharmaceutical field-force perspective. *International Journal of Pharmaceutical and Healthcare Marketing*, *16*(1), pp.138-154.

Adel, A., 2022. Future of industry 5.0 in society: human-centric solutions, challenges and prospective research areas. Journal of Cloud Computing, 11(1), p.40.

Bailey, D.E., Faraj, S., Hinds, P.J., Leonardi, P.M. and von Krogh, G., 2022. We are all theorists of technology now: A relational perspective on emerging technology and organizing. Organization Science, 33(1), pp.1-18.

Deng, H., Duan, S.X. and Wibowo, S., 2023. Digital technology driven knowledge sharing for job performance. Journal of Knowledge Management, 27(2), pp.404-425.

Deng, H., Duan, S.X. and Wibowo, S., 2023. Digital technology driven knowledge sharing for job performance. Journal of Knowledge Management, 27(2), pp.404-425.

Faraj, S. and Leonardi, P.M., 2022. Strategic organization in the digital age: Rethinking the concept of technology. Strategic Organization, 20(4), pp.771-785.

Ferrucci, P. and Kuhn, T., 2022. Remodeling the hierarchy: An organization-centric model of influence for media sociology research. Journalism Studies, 23(4), pp.525-543.

Qalati, S.A., Ostic, D., Sulaiman, M.A.B.A., Gopang, A.A. and Khan, A., 2022. Social media and SMEs' performance in developing countries: Effects of technological-organizational-environmental factors on the adoption of social media. Sage Open, 12(2), p.21582440221094594.

Sutrisno, S., Ausat, A.M.A., Permana, B. and Harahap, M.A.K., 2023. Do Information Technology and Human Resources Create Business Performance: A Review. International Journal of Professional Business Review: Int. J. Prof. Bus. Rev., 8(8), p.14.

Tajudeen, F.P., Nadarajah, D., Jaafar, N.I. and Sulaiman, A., 2022. The impact of digitalisation vision and information technology on organisations' innovation. European Journal of Innovation Management, 25(2), pp.607-629.

Suggested Conference/ Journal Articles:

van Tonder, C., Bossink, B., Schachtebeck, C. and Nieuwenhuizen, C., 2024. The effect of digitally-driven business model innovation on business performance. *Journal of Small Business & Entrepreneurship*, *36*(6), pp.944-977.

Cosa, M., 2024. Business digital transformation: strategy adaptation, communication and future agenda. *Journal of Strategy and Management*, *17*(2), pp.244-259.

Cosa, M., 2024. Business digital transformation: strategy adaptation, communication and future agenda. *Journal of Strategy and Management*, *17*(2), pp.244-259.

Students are encouraged to read peer reviewed journal articles and conference papers. Google Scholar provides a simple way to broadly search for scholarly literature. From one place, you can search across many disciplines and sources: articles, theses, books, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other web sites.

Useful Websites:

The following industry websites are useful introductory sources covering a range of information useful for this subject.

https://www.bain.com/
https://www.deloitte.com/
https://www.infosys.com/
https://www.commonconsultingcompany.com/
https://www.businessarchitecture.info/

Useful resources:

You can access to wealth of resources via the KOI library using the following link via the library site:
Library's Online Resources