



# COIT20251 *Knowledge Audits for Business* **Analysis** Term 3 - 2021

Profile information current as at 02/10/2022 01:00 pm

All details in this unit profile for COIT20251 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

## General Information

### Overview

In this unit, you will explore elicitation tools and techniques to identify, develop, model and report the requirements specification required to implement an enterprise system. You will learn how knowledge audits are employed to identify knowledge assets and knowledge capabilities, internal and external to an organisation, for their organisational systems or enterprise systems. This unit is a key element in the development of business analysis skills in students.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 8

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

Pre-Requisites: COIT20250 e-Business Systems and COIT20249 Professional Skills in ICT Anti-Requisites: If you have completed COIT20238 or COIS20077, then you cannot take this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

### Offerings For Term 3 - 2021

- Brisbane
- Melbourne
- Online
- Sydney

### Attendance Requirements

All on-campus students are expected to attend scheduled classes - in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Written Assessment**

Weighting: 30%

#### 2. **Portfolio**

Weighting: 30%

#### 3. **Practical and Written Assessment**

Weighting: 40%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Unit evaluation

**Feedback**

Real-life examples and authentic assessment tasks helped students engage with this unit.

**Recommendation**

Continue providing real-life examples and designing authentic assessment tasks.

#### Feedback from Unit coordinator's reflection

**Feedback**

The unit doesn't appear to be meeting all learning outcomes.

**Recommendation**

Review and update the unit content and assessment tasks.

## Unit Learning Outcomes

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

1. Devise an appropriate and comprehensive knowledge audit plan to support business analysis requirements
2. Use appropriate modelling tools to present the identified knowledge assets and knowledge capabilities within the business context of enterprise systems, as interpreted and analysed through knowledge audits
3. Apply the techniques of knowledge capture, knowledge codification and knowledge sharing (using appropriate technologies) after the performance of knowledge audits
4. Critically review knowledge management approaches to the implementation of enterprise systems within an organisation and any issues that may arise
5. Appraise the ethical and professional issues relevant to a business analyst working with knowledge-based enterprise systems
6. Effectively write and communicate enterprise systems specifications that enable management of knowledge.

Australian Computer Society (ACS) recognises the Skills Framework for the Information Age (SFIA). SFIA is in use in over 100 countries and provides a widely used and consistent definition of ICT skills. SFIA is increasingly being used when developing job descriptions and role profiles.

ACS members can use the tool MySFIA to build a skills profile at

<https://www.acs.org.au/professionalrecognition/mysfia-b2c.html>

This unit contributes to the following workplace skills as defined by SFIA. The SFIA codes is included:

- Information Management (IRMG)
- Research (RSCH)
- Business Process Improvement (BPRE)
- Business Analysis (BUAN)
- Requirements Definition and Management (REQM)
- Business Modelling (BSMO)
- Change Implementation and Management (CIPM)
- Stakeholder Relationship Management (RLMT)
- Problem Management (PBMG)



## Textbooks and Resources

### Textbooks

COIT20251

#### Prescribed

##### Business Analysis

Edition: 3rd (2014)

Authors: Paul, D., Cadle, J., and Yeates, D.

BCS, Chartered Institute for IT

London, UK

ISBN: 9781780172774

Binding: Paperback

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#### Supplementary

##### Business Analysis for Practitioners: A Practice Guide

Edition: 1st (2015)

Authors: Project Management Institute

Project Management Institute

Newtown Square, PA, USA

ISBN: 9781628250695

Binding: Paperback

#### Additional Textbook Information

Both the prescribed and supplementary textbooks are available on the O'Reilly Safari database

(<https://go.oreilly.com/CQUniversity>) and therefore freely available to CQU students. If you prefer to have your own copy, you can purchase them at the CQUni Bookshop here: <https://bookshop.cqu.edu.au> (search on the Unit code).

### IT Resources

#### You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Microsoft Visio
- Zoom Capacity (microphone required, webcam preferred if possible)

## Referencing Style

All submissions for this unit must use the referencing style: [Harvard \(author-date\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Ergun Gide** Unit Coordinator

[e.gide1@cqu.edu.au](mailto:e.gide1@cqu.edu.au)

## Schedule

### Week 1 - 08 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
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The Role of the Business Analyst  
 Chapters 1 and 2, Prescribed Text (i.e. 'Paul D., Cadle, J. & Yeates, D., 2014 Business Analysis, 3rd ed., British Computer Society Learning & Development Ltd, London')

### Week 2 - 15 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
Strategic Management	Chapter 3, Prescribed Text	

### Week 3 - 22 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
The Business Analysis Process Model	Chapter 4, Prescribed Text	

### Week 4 - 29 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
Investigation Techniques	Chapter 5, Prescribed Text	

### Vacation Week - 06 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
Mid-term Break Week	Catch-up if behind. Relax and refresh.	

### Week 5 - 13 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
Knowledge Audit and Management	Supplementary Readings	

### Week 6 - 20 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
Stakeholder Analysis and Management	Chapter 6, Prescribed Text	<b>Knowledge Audit Review</b> Due: Week 6 Friday (24 Dec 2021) 11:45 pm AEST

### Vacation Week - 27 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
Mid-term Break Week	Catch-up if behind. Relax and refresh.	

### Week 7 - 03 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Defining the Solution	Chapter 8, Prescribed Text	

### Week 8 - 10 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Making a Business and Financial Case	Chapter 9, Prescribed Text	

### Week 9 - 17 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Requirements Elicitation	Chapter 10, Prescribed Text	<b>Portfolio</b> Due: Week 9 Friday (21 Jan 2022) 11:45 pm AEST

### Week 10 - 24 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Documenting and Managing Requirements	Chapter 11, Prescribed Text	

### Week 11 - 31 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Delivering the Business Solution	Chapter 14, Prescribed Text	<b>Case Study Report</b> Due: Week 11 Friday (4 Feb 2022) 11:45 pm AEST

## Week 12 - 07 Feb 2022

Module/Topic	Chapter	Events and Submissions/Topic
Delivering the Requirements	Chapter 13, Prescribed Text	

## Exam Week - 14 Feb 2022

Module/Topic	Chapter	Events and Submissions/Topic
		<b>Annotated Peer Report</b> Due: Review/ Exam Week Tuesday (15 February 2022) 11:45 pm AEST

## Term Specific Information

**Unit Coordinator:** A/Professor Ergun Gide

**E-mail:** e.gide1@cqu.edu.au

**Telephone:** (+61) 2 9324 5782

**Office Location:** 400 Kent Street, Level 2, Sydney, NSW 2000, Australia

**Please note:** If you have any individual queries, kindly e-mail me and I will get back to you within twelve hours, seven days a week.

You may also post questions about the unit through the 'Q&A' discussion forum in Moodle so everyone can benefit from the questions and answers.

## Assessment Tasks

### 1 Knowledge Audit Review

#### Assessment Type

Written Assessment

#### Task Description

In this assessment, you will critically review the knowledge management approach followed within the business context of an organisation.

The assessment requires you to write a review based on a research article on knowledge audit and management. A copy of or a link to the research article will be made available on the Moodle unit site. The review should reflect upon the case study presented in the article and should address the following issues:

- Main focus/objectives of the article
- Background of the organisation under investigation
- Knowledge audit approach followed in the study
- Major findings of the study
- Recommendations made in the article
- Comparison to similar studies

The review should be approximately **2000 words**. You need to include **at least five references** (including at least three academic references) in the review. You also need to make sure that the references are cited in the text and the review is free from any grammatical and spelling errors.

You have to write the review in an MS Word file with proper headings, sub-headings, and a reference list.

#### Assessment Due Date

Week 6 Friday (24 Dec 2021) 11:45 pm AEST

The MS Word file must be submitted to Moodle by the due date and time.

#### Return Date to Students

Week 8 Friday (14 Jan 2022)

Within 2 weeks of the submission due date. All late submissions will be returned 2 weeks after the late submission dates.

#### Weighting

30%

#### Assessment Criteria

You will be assessed based on your ability to appraise the practices of knowledge audits to identify knowledge assets

and knowledge capabilities within the business context of an organisation as well as the techniques of knowledge capture, knowledge codification, and knowledge sharing.

The marking criteria for the assessment are as follows:

- Main focus/objectives of the article: 3 marks
- Background of the organisation under investigation: 2 marks
- Knowledge audit approach followed in the study: 5 marks
- Major findings of the study: 5 marks
- Recommendations made in the article: 5 marks
- Comparison to similar studies: 5 marks
- Grammar and sentence formation: 2 marks
- Referencing: 3 marks

### Referencing Style

- [Harvard \(author-date\)](#)

### Submission

Online

### Submission Instructions

You must submit the review as an MS Word file to Moodle for marking. Caution: Submission of an unexpected file attracts a penalty.

### Learning Outcomes Assessed

- Critically review knowledge management approaches to the implementation of enterprise systems within an organisation and any issues that may arise

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

## 2 Portfolio

### Assessment Type

Portfolio

### Task Description

In this assessment, you will demonstrate understanding of the core competencies and skills required for a Business Analyst. You will also demonstrate your knowledge in the use of tools and techniques for requirements elicitation and reporting.

The assessment has two parts – **Part A: Reflections** and **Part B: Case Studies**.

#### **Part A: Reflections** (12 marks)

To construct this part of the assessment, you are required to write a reflection on each of the **three** topics mentioned below.

1. The Business Analysis Maturity Model (BAMM)
2. The Balanced Business Scorecard (BBS)
3. POPIT model

Each reflection should contain approximately **400 words**. You need to include **at least three references** (including at least two academic references) for each reflection. You also need to make sure that the references are cited in the text and the reflections are free from any grammatical and spelling errors.

#### **Part B: Case Studies** (18 marks)

In this part, you will analyse **three** minor case studies and answer questions given with each case study. The case studies will be made available on the Moodle unit website.

The answer to each case study question should not contain more than **200 words**.



You should include **at least three references** (including at least one academic reference) in this part.

### **Assessment Due Date**

Week 9 Friday (21 Jan 2022) 11:45 pm AEST

The MS Word file must be submitted to Moodle by the due date and time.

### **Return Date to Students**

Week 11 Friday (4 Feb 2022)

Within 2 weeks of the submission due date. All late submissions will be returned 2 weeks after the late submission dates.

### **Weighting**

30%

### **Assessment Criteria**

#### **Part A:** 12 marks

You will be assessed based on your ability to critically reflect on the business analysis concepts mentioned in the task description.

The marking criteria for Part A are as follows:

- Reflection: 6 marks
- Referencing: 3 marks
- Communication skills: 2 marks
- Presentation and organisation: 1 mark

#### **Part B:** 18 marks

You will be assessed based on your ability to demonstrate the knowledge of business analysis concepts relevant to the case studies.

The marking criteria for Part B are as follows:

- Answers addressed the questions adequately: 9 marks
- Answers demonstrated knowledge of business analysis concepts: 6 marks
- Answers provided with clarity: 3 marks

### **Referencing Style**

- [Harvard \(author-date\)](#)

### **Submission**

Online

### **Submission Instructions**

You must submit the portfolio as an MS Word file to Moodle for marking. Caution: Submission of an unexpected file attracts a penalty.

### **Learning Outcomes Assessed**

- Devise an appropriate and comprehensive knowledge audit plan to support business analysis requirements
- Use appropriate modelling tools to present the identified knowledge assets and knowledge capabilities within the business context of enterprise systems, as interpreted and analysed through knowledge audits
- Apply the techniques of knowledge capture, knowledge codification and knowledge sharing (using appropriate technologies) after the performance of knowledge audits
- Critically review knowledge management approaches to the implementation of enterprise systems within an organisation and any issues that may arise
- Appraise the ethical and professional issues relevant to a business analyst working with knowledge-based enterprise systems
- Effectively write and communicate enterprise systems specifications that enable management of knowledge.

### **Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Self-management
- Ethical and Professional Responsibility

## 3 Case Study Report

### Assessment Type

Practical and Written Assessment

### Task Description

This assessment should be accomplished in a group of **up to three members**. Please seek help from your tutor to form your group, if needed.

This assessment has two parts – **Part A: Case Study Report** and **Part B: Annotated Peer Report**.

#### Part A: Case Study Report (30 marks)

In this part, you are required to write a case study report based on a given case study. The case study will be made available on the Moodle unit website.

Read the given case study carefully, explore the context of the business, and understand the perspectives of the stakeholders. Analyse the problems or needs of the business, come up with prospective business solution options in terms of ICT systems, business processes and organisation, assess costs and benefits of the business solution options, and work out a plan to realise the benefits of the business solution. See yourself as a future business analyst and visualise yourself as applying the knowledge and skills developed in the unit to deliver a business solution, if you had been part of a team working on this project.

In the case study report, you will need to evaluate the current business context, analyse the perspectives of the stakeholders, identify the deficiencies in the current ICT systems, business processes and organisation, propose possible improvements with cost and benefit analysis, and develop a plan to realise the benefits of the business solution. You are required to demonstrate your analytical and technical skills to communicate your findings from the given scenario. The case study report should be structured as follows:

- A title page
- Executive summary
- Table of contents
- Introduction
- Topical headings (as required from analysis results of items 1-5 below)
- Conclusion
- References

Your analysis should focus on the following topics that you have to include in your report:

1. Business context
2. Analysis of stakeholders' perspectives
3. Gap analysis
4. Cost and benefit analysis
5. Realisation of benefits

Your team members should take different roles in the team, including analyst, report writer, and proof-reader. You may rotate the leadership role. When you change the leadership role, the next analyst will assume the role of new leader heading the team in the common direction. You should divide the task of writing the analysis part of the case study report among the group members. All team members should work closely to produce the introduction and conclusion sections. The finalised version of the case study report should be read and reviewed by all team members.

The case study report should be approximately **2500 words**. The reference section should include **at least five references** (including at least three academic references). The title page of the case study report should include the student IDs and full names of all team members. Include a table showing the leadership roles, team member roles, and duration on the last page of your report.

#### Part B: Annotated Peer Report (10 marks)

In this part, each group will be asked to assess a case study report submitted by one of their peer groups. Each group will collaboratively annotate the peer report assigned to them to demonstrate in-depth understanding of the analyses and solutions discussed in the report, identify the strengths of the report, the assessment criteria that were not addressed clearly/adequately in the report, and the areas of the report that need improvement.

The annotated peer report should be accomplished in **Week 12**. At the beginning of Week 12, the unit coordinator (or nominee) will send each group a copy of a case study report, submitted by one of their peer groups, via Moodle Annotated Peer Report forum. Each group will collaboratively complete the annotated peer report and upload it to Moodle. Failure to complete and upload the annotated peer report will result in **zero (0) marks** in this part.

### Assessment Due Date

Week 11 Friday (4 Feb 2022) 11:45 pm AEST

Part A Case Study Report must be submitted to Moodle by the above date and time. Part B Annotated Peer Report must be submitted to Moodle by Review/Exam Week Tuesday (15 February 2022) 11:45 pm AEST.

## Return Date to Students

On the day of Certification of Grades

### Weighting

40%

### Assessment Criteria

#### Part A: 30 marks

You will be assessed based on your ability to apply business analysis techniques to explore the context of a business, understand the perspectives of the stakeholders, analyse the problems or needs of the business, come up with prospective solution options in terms of ICT systems, business processes and organisation, and develop a plan to realise the benefits of the business solution.

The marking criteria for Part A are as follows:

- Executive summary: 2 marks
- Introduction: 2 marks
- Business context: 4 marks
- Analysis of stakeholders' perspectives: 5 marks
- Gap analysis: 4 marks
- Cost and benefit analysis: 4 marks
- Realisation of benefits: 4 marks
- Conclusion: 2 marks
- References: 3 marks

#### Part B: 10 marks

You will be assessed based on your ability to demonstrate your understanding of the Part A task.

The marking criteria for Part B are as follows:

- Demonstrated understanding of the analyses and solutions discussed: 2.5 marks
- Identified the strengths of the report: 2.5 marks
- Identified the assessment criteria that were not addressed clearly/adequately: 2.5 marks
- Identified the areas of the report that need improvement: 2.5 marks

### Referencing Style

- [Harvard \(author-date\)](#)

### Submission

Online Group

#### Submission Instructions

Only one member of each group should submit the Part A Case Study Report as an MS Word document to Moodle. The Part B Annotated Peer Report should also be uploaded to Moodle by only one member of each group. Caution: Submission of an unexpected file attracts a penalty.

### Learning Outcomes Assessed

- Devise an appropriate and comprehensive knowledge audit plan to support business analysis requirements
- Use appropriate modelling tools to present the identified knowledge assets and knowledge capabilities within the business context of enterprise systems, as interpreted and analysed through knowledge audits
- Apply the techniques of knowledge capture, knowledge codification and knowledge sharing (using appropriate technologies) after the performance of knowledge audits
- Appraise the ethical and professional issues relevant to a business analyst working with knowledge-based enterprise systems
- Effectively write and communicate enterprise systems specifications that enable management of knowledge.

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research

- Self-management
- Ethical and Professional Responsibility
- Leadership

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### **What is a breach of academic integrity?**

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### **Why is academic integrity important?**

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### **Where can I get assistance?**

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### **What can you do to act with integrity?**



**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem