



School of Information Management

INFO405 IT AND THE NEW ORGANISATION

Trimester 2 2005

COURSE OUTLINE

Contact Details

Course Co-ordinator:

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Class Times and Room Numbers

Dates:

4th July – 7th October 2005

Times:

Wednesday 10h00-13h00

Venue:

EA 004

Introduction

A manager's job in the 21st century organization is not easy. Not only does he or she have to cope with the barrage of changes raining down like shrapnel, today's manager must also lead his or her organization through this uncharted territory all the while trying to carry on the business of the firm. The 21st century manager lives in a world where he or she is told to abandon the tried and true assumptions about business and the tools and practices which have been developed carefully over time. At the same time, new fads are coming and going at the speed of light. The media, vendors and consultants hype ideas and technologies before they are fully developed. Often, it is unclear just *why* all this is happening and how it all fits together. Thus, many managers today must feel like they are facing a table full of jigsaw puzzle pieces with no idea of the size, shape, or outline of what they are supposed to accomplish. Somehow, they must put together a coherent picture of what *their particular* organization will look like but with so many pieces, and no picture to guide them, the task seems Herculean.

The traditional models of developing IT strategy are deemed inadequate to meet the challenges of the information age (Venkatraman and Henderson, 1998). IT can be used to transform the organization (Venkatraman and Henderson, 1998), Increase coordination (Gebauer, 1997), and enable collaboration (Upton and McAfee, 1996). All these capabilities have to be clearly understood and managers have to understand that the challenge is not in implementing the technology itself, but in devising how IT can be used to rethink how business is conducted. This is changing drastically the structure of the organizations. It has

changed to virtual, network, organic, etc. No single form is better than the others (Miles and Snow, 1992). Again, understanding the particularities of each is essential to predict the best fit between environment, technology, strategy and structure.

Gebauer, J. "Virtual organizations from an economic perspective". Communications of the ACM. September, 1997, vol. 40, pp. 91-103.

Miles, R.E. et C.C. Snow, «Causes of Failure in Network Organizations», California Management Review, 34(4), Summer 1992, 53-72

Upton, D. and A. McAfee. "The real virtual factory". Harvard Business Review, July-August, 1996, vol. 47, pp. 123-133.

Venkatraman, N. and J.C. Henderson, "Real strategies for virtual organizing", Sloan Management Review, Fall, 1998.

Course Objectives

By the end of this course students will able to:

1. Describe and understand the context in which organizations operate.
2. Better understand the key technologies changing the current business environment.
3. Understand how information technology can be used to transform the organizations and their competitive environment.
4. Define the various forms of organization currently observed in the business environment and explain how each type can be adapted to its competitive environment.

Course Content

INFO 405 Timetable 2004 /2		
Week	Date	Topic
1	14/7	IT and the New Economy McGregor, Judy, Tweed, David, Pech, Richard, Human capital in the new economy: devil's bargain? Journal of Intellectual Capital, 5, 1, 2004, 153-164 (A) Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle. Butterworth-Heinemann, 2004. Part I - The Puzzle Frame, The puzzle edges 1-40
2	21/7	The Organization Puzzle Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, 2004, Structure, pp. 58-92 and Oticon, pp. 165-193 Elsner, Wolfram, The "new" economy: complexity, coordination and a hybrid governance approach, International Journal of Social Economics. Bradford: 2004. Vol.31, 11/12; 1029-1049. (B)

3	28/7	<p>IT as a Tool for Transformation</p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, 2004, Chapter 4 – IT, 93-122 and Progressive Insurance, 139-164.</p> <p>Andal-Ancion, Angela, Cartwright, Phillip Yip. A George S, The digital transformation of traditional business, MIT Sloan Management Review. Cambridge: Summer 2003. Vol. 44, Iss. 4; p. 34. (C)</p>
4	4/8	<p>Strategy and IT</p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, 2004, Strategy, 39-57</p> <p>Croteau, A.-M., and F. Bergeron (2001), “An Information Technology Trilogy: Business Strategy, Technological Deployment and Organizational Performance”, <i>Journal of Strategic Information Systems</i>, (20:2), 77-99. (D)</p> <p>Varian, H. <i>Pricing Information Goods PDF File (E)</i></p> <p>Varian, H. <i>Versioning Information Goods, PDF File (F)</i></p>
5	11/8	<p>IT and New Org. Structures – organizational dimensions</p> <p>Rayport, J. and J. Sviokla, "Exploiting the virtual value chain", <i>Harvard Business Review</i>, November-December, 1995. (G)</p> <p>Boubekri, N., Technology enablers for supply chain management, <i>Integrated Manufacturing Systems</i>, 12, 6, (2001) 394-399. (H)</p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, 2004, Li and Fung, pp. 194-226</p>
6	18/8	<p>IT and New Org. Structures – individual aspects</p> <p>Townsend, A.M., DeMarie, S.M. et Hendrickson, A.R. "Virtual Teams: Technology and the Workplace of the Future", <i>The Academy of Management Executive</i>, 12(3), Août 1998, pp.17-29. (I)</p> <p>Aubert, B. A., and B. Kelsey (2003), “Further Understanding of Trust and Performance in Virtual Teams”, <i>Small Group Research</i>, (34:5). (J)</p> <p>Ang, S., Slaughter, S, Turnover of information technology professionals: the effects of internal labor market strategies, <i>Database</i>, V. 35, No 3, (2004), 11-28. (K)</p>
7	8/9	<p>Business Process Redesign</p> <p>Majed Al-Mashari, Abdullah Al-Mudimigh, ERP implementation: Lessons from a case study, <i>Information Technology & People</i>. West Linn: 2003. Vol. 16, Iss. 1; p. 21 (13 pages) (L)</p> <p>Venkatraman, N., "IT-Enabled Business Transformation: From Automation to Business Scope Redefinition", <i>Sloan Management Review</i>, Hiver 1994, pp.73-87. (M)</p> <p>Ian McKeown and George Philip, Business transformation, information technology and competitive strategies: learning to fly, 3-24, Volume 23, Issue 1, (February 2003) (N)</p>

8	15/9	<p>IT Outsourcing</p> <p>Aubert, Benoit A, Patry, Michel and Rivard, Suzanne, “<i>A Transaction Cost Model of IT Outsourcing</i>”, Information and Management. 41, 2004, 921-932. (O)</p> <p>Aubert, Benoit A Patry, Michel, Rivard, Suzanne, <i>A Tale of Two Contracts, An Agency-Theoretical Perspective</i>, Wirtschaftsinformatik, (45) 2 2003, 181-190. (P)</p> <p>Roy, Vital; Aubert, Benoit A. <i>A Resource-Based Analysis of IT Sourcing</i>, Database, Spring 2002, Vol. 33, No 2, 29-40. (Q)</p>
9	21/9	<p>ERP Systems</p> <p>Derek Prior, Nigel Rayner. How Procter & Gamble Runs Its Global Business on SAP, 25 February 2002, Gartner Group. (R)</p> <p>Murphy, K., Simon, Steven, Intangible benefits valuation in ERP projects, Information systems journal (2002) 12, 301-320. (S)</p> <p>SAP Software</p> <p>ValueSAP Software</p>
10	29/9	<p>CRM Systems</p> <p>Framework for CRM, Winter, R., California Management Review, Vol. 43, No. 4, Summer 2001.</p> <p>Customer Profitability and Customer Relationship Management at RBC Financial Group, V.G. Narayanan, Harvard Business School Publishing, 9-102-043, March 25, 2002</p> <p>D’Adderio, L., Configuring software, reconfiguring memories: The influence of integrated systems on the reproduction of knowledge and routines, Industrial and Corporate Change, (2003), 12, 2, 321-350. (T)</p>
11	6/10	<p>Risk Management</p> <p>Aubert, Benoit A., Patry, Michel; Rivard, Suzanne; Managing IT Outsourcing Risk : Lessons Learned, Chapter from <i>Information Systems Outsourcing in the New Economy: Enduring Themes, Emergent Patterns and Future Directions</i>, Hirschheim et Heinzl Editors, Springer-Verlag, February 2002, 155-176. (U)</p> <p>Barki, H., Rivard, S., Talbot, J., An integrative contingency model of software project risk management, Journal of Management Information Systems, Spring 2001 (17) 4, 37-69. (V)</p> <p>Pliskin, N., Zarotski, M., Big-Bang ERP Implementation at a Global Company, Idea Group Publishing, 16 pages. (W)</p>
12	13/10	Final Exam

Although we intend to follow the schedule as closely as possible, variations may be necessary. Any changes will be communicated via the normal channels (see Communication of Additional Information).

Readings

Text: The following book will be used: Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, 2004, 320 pages.

A set of readings for this course will be available. The detailed list of papers is provided along with the detailed outline. **Literature:** You will make extensive use of the University Library print and electronic media and limited use of Internet resources.

Assessment Requirements

Course assessment will be based on:

		<u>Due Date</u>
Individual papers (4 x 15% each)	60%	TBA
End Term Test	40%	TBA
TOTAL	100%	

Individual papers: Each week specific topics will be discussed and articles will be provided to the students. In their papers, students should make special efforts to apply these concepts to real organizations.

End-Term Test: Further details regarding the test will be advised in class closer to the date.

Workloads and Mandatory Course Requirements

You are expected to attend all course sessions, read assigned materials, and contribute to discussions. For each three hour session of the course, plan to spend three hours in class, six to eight hours preparing for class, and some time in the library performing literature searches. Additional time will be required for completion of course assignments.

Attendance: An attendance register will be kept. However, there will be no penalty for non-attendance other than knowledge deprivation.

Mandatory Requirements: To pass the course, you must gain a minimum of 40% on each item of assessment and a weighted average of 50% across all assessments. To obtain a fair distribution of marks relative to assignment difficulty, scaling of marks may be employed on some or all assessments.

Tutorials: There are no weekly tutorials for this course.

Communication of Additional Information

Notices relating to this course will be announced in class or distributed via email. Please do not forget to indicate your preferred email address.

Instructor

Benoit A. Aubert is currently Professor and Director of Research at HEC– Montreal (Associate Dean - Research), Fellow at the CIRANO (Centre inter-universitaire de recherche en analyse des organisations) and Director of the Information Systems research centre at HEC Montreal. He is currently co-chairing the Outsourcing Track of the Hawaii International Conference on Systems Sciences (since 1997) and was president of the IS division of the Administrative Science Association of Canada. Dr. Aubert was awarded the professorship in Gouvernance and Information Technology at HEC Montréal in 2003.

His main research areas are outsourcing, risk management, and new organization forms (virtual, network, alliances, etc.). He published several articles, book chapters, conference proceedings, and reports on these topics. He also published papers on trust, ontology, and health care information systems. He is Senior Editor of *Database*. Dr. Aubert has a long record of collaborations with both private and public organizations. He frequently acts as

expert consultant on outsourcing decisions, IT strategy and enterprise reorganizations. He collaborates on a regular basis with large private and public organizations, as well as with government agencies. Working with his colleagues Suzanne Rivard and Michel Patry, he did several studies on IT outsourcing, back-office activities and localization decisions.

Dr. Aubert published two books last year. *Information Technology and Organizational Transformation*, written with colleagues S. Rivard, G. Paré, M. Patry and H. Smith was published in 2004 by Butterworth-Heinemann. This book combines recent research advances in information technology, strategy, industrial organisation, organisation theory, and leadership. It provides new understanding of how the main components of an organisation – strategy, technology, structure, and leadership - fit together, in order to create effective organisations. The second book, published by the University of Montréal Press, is titled *Gestion intégrée du risque organisationnel*. This book, published with the collaboration of several colleagues, is a major monograph integrating several risk perspective.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:

There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is

available in the Faculty Student Administration Office or on the website at: www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at: www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at:

www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to

participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz