



School of Information Management

# BITT401 CASES IN INFORMATION TECHNOLOGY

Trimester 1 2006

## COURSE OUTLINE

### Contact Details

#### Paper Coordinator:

**Name:** Hans Lehmann  
**Room:** EA230, Easterfield Building  
**Tel.** 463 5879  
**Email:** *Hans.Lehmann@vuw.ac.nz*

#### Teaching Assistance:

**Paul Smith**  
**Tel:** 977 0824  
**Email:** *the\_fury@paradise.net.nz*

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### Class Times and Room Numbers

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**Lectures:** *Tuesdays, commencing 28 February 2006*  
One one-hour class each week  
*Wednesdays, commencing 1 March 2006*  
One two-hour class each week

**Times:** **Tuesdays 15:10 p.m to 16:00 p.m**  
**Wednesdays 15:10 p.m. to 17:00 p.m.**

**Venue:** **Easterfield 001 (EA001)**

### Course Objectives

The course aims

- To provide an understanding of the role of information technology in organisations – business and other;
- To provide an understanding of the influence that organisational and other factors have on the use and utility of information technology applications;
- To anchor this understanding in the main contexts, disciplines and technology areas that are pertinent to information technology projects and operations.

## Course Content

The table below sets out the session topics.

**NB.: The sequence of topics may have to be changed – changes to the lecture schedule will be announced in class and published on BlackBoard.**

<i>Week</i>	<i>Lecture</i>	<i>Lecture Topic (*)</i>
1	Tuesday, 28 February 2006	<i>Why bother with 401?</i> Introduction; Case Method of Teaching
	Wednesday, 1 March 2006	<b>Case 1:</b> Greyhound Bus Line
2	Tuesday, 7 March 2006	<i>Background:</i> Creating and Implementing Information Systems
	Wednesday, 8 March 2006	<b>Case 2:</b> Australasian Produce Co-Operative
3	Tuesday, 14 March 2006	<i>Background:</i> Management of Change in Organisations
	Wednesday, 15 March 2006	<b>Case 3:</b> Mellon Investor Services
4	Tuesday, 21 March 2006	<i>Background:</i> Business Process re-Engineering
	Wednesday, 22 March 2006	<b>Case 4:</b> Charles Schwab Corp.
5	Tuesday, 28 March 2006	<i>Background:</i> Strategic Use of Information Technology
	Wednesday, 29 March 2006	<b>Case 5:</b> Land's End
6	Tuesday, 4 April 2006	<i>Questions and Answers</i>
	Wednesday, 5 April 2006	Summary of Cases 1 – 5 and Theory so far
<i>Mid- Trimester Break 10 April to 21 April</i>		<i>No Lectures</i>
7	Tuesday, 25 April 2006	<i>No Lecture (ANZAC Day)</i>
	Wednesday, 26 April 2006	<b>Case 6:</b> Cisco – ERP and Web-Enabled IT
8	Tuesday, 2 May 2006	<i>Background:</i> Knowledge Management
	Wednesday, 3 May 2006	<b>Case 7:</b> NASA & Jet Propulsion Lab
9	Tuesday, 9 May 2006	<i>Background:</i> Electronic Business
	Wednesday, 10 May 2006	<b>Case 8:</b> Amazon.com
10	Tuesday, 16 May 2006	<i>Background:</i> Mobile & Wireless technology
	Wednesday, 17 May 2006	<b>Case 9:</b> WWW – Who Will Win Wireless?
11	Tuesday, 23 May 2006	<i>Questions and Answers</i>
	Wednesday, 24 May 2006	Summary of Cases 5 – 9 and their Topic Theories
12	Tuesday, 30 May 2006	<i>Review of the Course (A)</i>
	Wednesday, 31 May 2006	<i>Review of the Course (B)</i>

(\*) N.B.: The order of the topics may have to be varied.

## Readings

There is **no** required textbook for this course. The details of compulsory cases and recommended preparatory readings are contained in Appendix A.

There are a number of different ways of obtaining the readings:

- A number of readings will be **available on Blackboard** for local download;
- The three articles of recommended preparatory reading may be **obtained from the library or purchased online** from the publishers' web-sites, i.e. Sloan Management School at the Massachusetts Institute of Technology (MIT) and Harvard Business School (HBS);
- Case Studies and HBS Notes may be **purchased/downloaded individually** from Harvard Business School On-line (at US\$3.70 each, credit card required); alternatively,
- Case Studies and HBS Notes may be bought as **one collective volume of Student Notes**, which works out slightly cheaper and, in some instances may also be more convenient than individual downloads (see Appendix A for what is in the Student Notes).

Any further Supplementary Course Readings will be provided on *Blackboard* and/or announced in class.

## Assessment Requirements

### Workloads and Terms

To do well in this paper requires **continuous substantial effort**. For each week of the course participants should plan to spend

- **three hours** in lectures;
- between **two to three hours** preparing for the Tuesday class by internalising the readings;
- a further **three hours** per week, doing the weekly case assessment work and preparing for the class discussion on Wednesday;
- an additional **three hours** will need to be allocated towards the two group assignments due at mid-term and at the end of the term.

In total it is expected that this paper would require students to work around **twelve hours** on average every week, individually and in teams.

There are no terms requirements regarding pass/fail of course work. A pass constitutes gaining 50 or more marks of those available. Due to the interactive nature of the course there are, however, **terms requirements for participation**: Students are required to attend **not less than 10 of the 12 Wednesday lectures**. This should suffice for casual absences – other absences should be discussed with the course co-ordinator as soon as possible.

### Lectures

There are very few traditional, up-front academic lectures in this course – the learning is achieved through students' active participation in the analysis of practice oriented cases histories. There are two types of sessions:

1. the Tuesday session is a mixture of questions & answers, discussion and presentation, designed to provide some background (theoretical/conceptual and/or practical) to the case discussion the following day. This is when guest lecturers may be invited. The readings recommended for these sessions are essential for those that do not have prior knowledge of the topic;
2. Wednesday's session is an analysis of a real-life case study from which we draw lessons – with student participation in the discussion providing the main educational value. For this

reason preparation of the case to be discussed is essential – and therefore forms the main part of the assessment in this course.

### Assessment Elements:

The following table provides a summary of the assessment elements that apply to this course. Full details of the assessments and their marking criteria will be introduced/discussed in the first session and subsequently published on BlackBoard.

**NB: this course is assessed entirely on course work. There is no mid-term or final examination.**

Assessment Element	Marks%	Description & Comments
<b>Weekly Case Analysis</b> 5% each for 8 evaluations	40%	<u>Due each 'Case Study' Wednesday:</u> <b>paper version</b> to be submitted in class before/at 15:10 <b>Word Limit: 1,200</b>
<b>Participation in Class Discussion</b> Holistic evaluation	20%	Over <u>all sessions</u> in the term; assesses the <u>quality of discussion contributions</u> (implies attendance)
<b>Group Assignment 1</b> Groups of 3	17.5%	Extracting summary lessons/concepts from the 1 <sup>st</sup> four cases. <b>Word Limit: 3,000;</b> <u>Due Tuesday 4 April</u> : <b>paper version</b> to be submitted in class at 15:10
<b>Group Assignment 2</b> Groups of 3	17.5%	Extracting summary lessons/concepts from the 2 <sup>nd</sup> five cases; <b>Word Limit: 3,000;</b> <u>Due Tuesday 23 May</u> : <b>paper version</b> to be submitted in class at 15:10
<b>Group Assignment 3</b> Groups of 3 (will be assigned weeks)	5%	Taking notes of the class discussion for every ' <u>Case Study</u> ' <u>Tuesday</u> session. Due the following <u>Monday</u> <b>electronically</b> before 09:00 as an email attachment to the Paper Co-ordinator

### Grading standards

Letter Grades (in differing levels of granularity – see below) will be used to mark all course work assignments. The percentage/grade equivalents and descriptions used for the Group Assignments are supplied in the table below:

Grade	%Equivalent	Description	Extended Description
A+	Over 84	Outstanding	Far exceeds requirements, flawless, creative
A	80-84	Excellent	Polished, original, demonstrating mastery
A-	75-79	Very Good	Some originality, exceeds all requirements
B+	70-74	Good	Exceeds requirements in some respects
B	65-69	Satisfactory	Fulfils requirements in general
B-	60-64	Acceptable	Only minor flaws. Unoriginal
C+	55-59	Pass	Mistakes, recapitulation of course material
C	50-54	Minimum pass	Serious mistakes or deficiencies
D	40-49	Marginal Fail	Little understanding, insufficient performance
E	00-39	Fail	Below the minimum required

**N.B.:** For the weekly Case Analysis and Participation only three grade equivalents, i.e. **E(xcellent)**, **G(ood)** and **B(ad)** with percentage equivalents of **5%**, **3%** and **1%** will be used.

## Penalties

In keeping with standards of professionalism appropriate to this programme, it is expected that deadlines will be honoured. In fairness to students who complete work on time, work submitted after the due date/ time will incur penalties for lateness. In this course, in nearly all instances, the content of the course work deliverable will be relevant to the topic of the class following the deadline. For this reason the penalties are very stringent. They are:

- Weekly Case Analysis:
  - failure to hand in the paper copy before/at the beginning (i.e. before or at 15:10) of the Wednesday lecture will receive a penalty of 10% of the marks;
  - N.B.: assignments will **not** be accepted after 17:00 (i.e. after the lecture); this will be considered a **non-submission**;
  - non-submissions will attract a mark of **0 (zero)**;
- Group Assignments 1 & 2:
  - the penalty is 10% for delivery after the 15:10 deadline;
  - if the assignment is not delivered before 09:00 next morning (Wednesday), a further 10% penalty is applied;
  - N.B.: assignments will **not** be accepted after 15:10 on Wednesday (i.e. after the start of the lecture); this will be considered a **non-submission**;
  - non-submissions will attract a mark of **0 (zero)**;
- Group Assignment 3:
  - the penalty is 10% for delivery after the 09:00 Monday deadline;
  - if the assignment is not delivered before 09:00 the following Tuesday, a further 10% penalty is applied;
  - N.B.: assignments will **not** be accepted after 15:10 on Tuesday (i.e. after the start of the lecture); this will be considered a **non-submission**;
  - non-submission will attract a mark of **0 (zero)**;

However: Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement, or other aegrotat requirements) may lead to a waiver of these penalties but need to be discussed with the paper coordinator as soon as possible.

There are also penalties for **excessive length of course work** deliverables. Word limits need to be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. Penalty percentages in proportion to the excess word count will be applied. For example, both group assignments have word limits of 3,000 words. Accordingly, an assignment with 3,300 words would incur a penalty of 10%.

## Appendix A: Schedule of required readings

<i>Date</i>	<i>Topic</i>	<i>Readings (*)</i>
28-Feb	Introduction	Please study the <b>Course Outline</b> and prepare any questions you might have about the course and it's administration.
1-Mar	<b>Demo Case</b>	The <b>Greyhound Bus Lines</b> case will be available on BlackBoard ( <b>BB</b> ) and in class.
7-Mar	IS Creation	<b>BCS Report</b> ; please download from BlackBoard ( <b>BB</b> )
8-Mar	<b>Case</b>	<b>Australasian Produce Co-Operative (BB)</b>
14-Mar	Change Management	1. 'A framework for managing IT-enabled change'; Benjamin, Robert I; Levinson, Eliot; <i>Sloan Management Review</i> ; Summer 1993; 34, 4; pg. 23 2. 'Change Management 101 – A Primer'; Fred Nickols, 2004 ( <b>BB</b> )
15-Mar	<b>Case</b>	<b>Mellon Investor Services; Harvard Business School Case 9-402-036</b>
21-Mar	Business Process Re-Engineering	1. 'Reengineering Work: Don't Automate, Obliterate'; Michael Hammer; <i>Harvard Business Review</i> , July-August 1990 2. 'Reengineering a Business Process' Harvard Business School Note 9-396-054
22-Mar	<b>Case</b>	<b>Charles Schwab Corp. (A);</b> Harvard Business School Case 9-300-024
28-Mar	Strategic IS	1. 'How Information Technology Gives You Competitive Advantage'; Michael Porter; Victor Millar; <i>Harvard Business Review</i> , July-August 1985 2. 'Coupling Core Competencies - Wiring Information Technology into the Business' Hans Lehmann, 1994; ( <b>BB</b> )
29-Mar	<b>Case</b>	<b>Custom Made Apparel And Individualized Service At Lands' End (BB)</b>
26-Apr	Enterprise Resource Planning	1. 'IT Doesn't Matter' Nicholas Carr, <i>Harvard Business Review</i> , May 2003 2. 'Enterprise Resource Planning – Technology Note' Harvard Business School Note 9-699-020
26-Apr	<b>Case</b>	<b>Cisco Systems Architecture: ERP and Web-enabled IT</b> Harvard Business School Case 9-301-099
2-May	Knowledge Management	1. Turban, McLean, & Wetherbe <i>Information technology for Management</i> ; (2004); Chapter 10 ( <b>BB</b> ) 2. 'A Note on Knowledge Management' Harvard Business School Note 9-398-031
3-May	<b>Case</b>	<b>Managing Knowledge and Learning at NASA and the Jet Propulsion Laboratory (JPL)</b> Harvard Business School Case 9-603-062
9-May	Electronic Business	Will be advised later in the term
10-May	<b>Case</b>	<b>Amazon.com; Exploiting the Value of Digital Business Infrastructure;</b> Harvard Business School Case 9-800-330
16-May	Wireless	Will be advised later in the term
17-May	<b>Case</b>	<b>WWW – Who Will Win Wireless?</b> Harvard Business School Case 9-802-012

(\*) **These cases/notes are contained in the Student Notes**

## **General University Information**

### **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. To check for opening hours call the office on (04) 463 5376.

#### 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 is available for 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.

Check with the Student Administration Office for opening times (04) 463 5376.

### **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](http://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](http://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](http://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](http://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](http://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](mailto: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/](http://www.vuw.ac.nz/st_services/) or email [student-services@vuw.ac.nz](mailto: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](mailto:education@vuwsa.org.nz).

**Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).**

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network

If you would like to register as a mentor or mentee please contact the coordinator.

**Where:**

Melissa Dunlop  
Programme Coordinator  
Room 109 D  
14 Kelburn Parade: back courtyard  
Ph: (04) 463 6015  
Email: [Maori-Pacific-Mentoring@vuw.ac.nz](mailto:Maori-Pacific-Mentoring@vuw.ac.nz)

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.