

School of Information Management

INFO 405
IT AND THE NEW ORGANISATION

Trimester Two 2006

COURSE OUTLINE

Contact Details

Course Coordinator Benoit A. Aubert
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Office hours meetings by appointment

Class Times and Room Numbers

Dates 10 July – 18 August on campus and 4 September-13 October 2006 online
Class time 10.00am-1.00pm
Venue EA 001
Tutorials None

Course Coordinator Background

Benoit A. Aubert is currently Professor and Director of Research at HEC– Montreal (Associate Dean - Research), Vice-President (Risk group) 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 recently. 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. A new book on outsourcing, co-edited with S. Rivard, will be published in 2006.

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. IT can be used to transform the organization, increase coordination, and enable collaboration. 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. Again, understanding the particularities of each is essential to predict the best fit between environment, technology, strategy and structure.

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.

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/Readings

Wk	Date	SN Page	Topic/Reading
1	14/7	1	<p><u>IT and the New Economy</u> 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)</p> <p>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</p>
2	21/7	33	<p><u>The Organization Puzzle</u> 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</p> <p>Elsner, Wolfram, The "new" economy: complexity, coordination and hybrid governance approach, International Journal of Social Economics. Bradford: 2004. Vol.31, 11/12; 1029-1049. (B)</p>
3	28/7	34	<p><u>IT as a Tool for Transformation</u> Alemayehu, Molla, Arjun, Bhalla, Business Transformation Through ERP: A Case Study of an Asian Company, Journal of Information Technology Case and Application Research, (8:1), 2006, 34-54. Available from library database</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. (D)</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</p>
4	4/8		<p><u>Strategy and IT</u> Johnson Robert L. Strategy, Success, a Dynamic Economy and the 21st Century Manager, The Business Review, Cambridge. Hollywood: Sep 2006. Vol. 5, Iss. 2; pg. 23, 8 pgs (E) Available from library database</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 and Progressive Insurance, 139-164</p>
5	11/8	42	<p><u>IT and New Org. Structures – organizational dimensions</u> Rafael Lapedra; Steve Smithson; Joaquin Alegre; Ricardo Chiva, Role of information systems on the business network formation process: an empirical analysis of the automotive sector, Journal of Enterprise Information Management; 2004 (17:3), 219-228. (F)</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	52	<u>IT and New Org. Structures – individual aspects</u> Malhotra A, and Majchrzak A., Virtual Workspace Technologies, Sloan Management Review, Winter 2005 (46:2), 11-14. (G)
		56	Aubert, B. A., and B. Kelsey (2003), “Further Understanding of Trust and Performance in Virtual Teams”, <i>Small Group Research</i> , (34:5). (J)
			Ang, S., Slaughter, S, Turnover of information technology professionals: the effects of internal labor market strategies, Database, V. 35, No 3, (2004), 11-27. (K) Available from library database
7	8/9	79	<u>Business Process Redesign</u> Gebauer Judith, Franz Schober. Information System Flexibility and the Cost Efficiency of Business Processes Journal of the Association for Information Systems. Atlanta: 2006.(7:3), 34pp. (L)
			Polatoglu Vichuda Nui Nazar Foods Company: Business Process Redesign Under Supply Chain Management, Journal of Cases on Information Technology; Jan-Mar 2006; 8, 1; 49-62. (M) Available from library database
		113	Ian McKeown and George Philip, Business transformation, information technology and competitive strategies: learning to fly, 3-24, Volume 23, Issue 1, (February 2003) (N)
8	15/9	135	<u>IT Outsourcing</u> Aubert, Benoit A, Patry, Michel and Rivard, Suzanne, “A Transaction Cost Model of IT Outsourcing”, Information and Management. 41, 2004, 921-932. (O)
		147	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)
			Roy, Vital; Aubert, Benoit A. <i>A Resource-Based Analysis of IT Sourcing</i> , Database, Spring 2002, Vol. 33, No 2, 29-40. (Q) Available from library database
9	21/9	158	<u>Offshoring</u> Chakrabarty, S., Gandhi, P., Kaka, N., The Untapped Market for Offshore Services, The McKinsey Quarterly, No. 2, 2006, 3 pages. (R)
		161	Drezner Daniel, The Outsourcing Bogeyman, Foreign Affairs. New York: May/Jun 2004. Vol.83, Iss. 3; pg. 22. (S)
		174	Farrel, D., Kaka, N., Strurze, S., Ensuring India’s Offshoring Future, The McKinsey Quarterly, 2005, 6 pages. (T)
		180	Van Welsum, Reif, X., Potential Offshoring: Evidence from Selected OECD Countries, OECD DSTI_ICCP, July 2005, 22 pages. (U)

10	29/9		<u>ERP and CRM Systems</u> Derek Prior, Nigel Rayner. How Procter & Gamble Runs Its Global Business on SAP, 25 February 2002, Gartner Group. (V) To be Confirmed
		202	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. (W)
		232	Wehmeyer K., Aligning IT and marketing - The impact of database marketing and CRM, Journal of Database Marketing & Customer Strategy Management; Apr 2005; (12:3) 243-256. (X) SAP Software ValueSAP Software
11	6/10		<u>Risk Management</u> Aubert, Benoit A., Patry, Michel, Rivard, Suzanne, Taking Stock on IT Outsourcing Risk, Database, (36:4) 2005, 9-28. (Y) Available from library database
			Pliskin, N., Zarotski, M., Big-Bang ERP Implementation at a Global Company, Idea Group Publishing, 16 pages. (Z) To be Confirmed
12	13/10		End term test

Although we intend to follow the schedule as closely as possible, variations may be necessary. Any changes will be communicated via the normal channels.

Expected Workload

You are expected to attend all course sessions, read assigned materials, and contribute to discussions. For session of the course plan to spend 3 hours in class, 6-8 hours preparing for class, and some time in the library performing literature searches. Additional time will be required for completion of course assignments.

Materials and Equipment

Required Text

Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information Technology and Organizational Transformation: The Management Puzzle, Butterworth-Heinemann, 2004, 320 pgs. Available from Vic Books \$75.95.

Student Notes

A set of readings for this course will be available from Student Notes, cost and date available to be advised. The detailed list of readings is outlined in the course content.

Literature

You will make extensive use of the University Library print and electronic media and limited use of Internet resources.

Assessment Requirements

		Due Date
Individual papers (4) 15% each	60%	tba
End term test	<u>40%</u>	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.

Penalties

Assessment submitted after the due date (dates to be advised) will not be accepted and students will not receive any marks. If a word limit is imposed, the examiner will only mark the assessment up to the word limit.

Mandatory Course Requirements

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

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.

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.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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 Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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 Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997

Email: Puawai.Wereta@vuw.ac.nz

Fa'afai Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842

Email: Faafoi.Seiuli@vuw.ac.nz