

School of Information Management

## MMIM 513 – MANAGING IT-RELATED CHANGE

Third Trimester 2006

### COURSE OUTLINE

#### Contact Details

	Staff	Room	Email & Telephone
<b>Course Co-ordinator &amp; Lecturer</b>	David Johnstone	EA218*	<a href="mailto:David.johnstone@vuw.ac.nz">David.johnstone@vuw.ac.nz</a> Ph. 463-5877

\* NB: "EA" refers to the Easterfield Building on the Kelburn Campus.

#### Class Times and Room Numbers

Course Dates: 14 November, 2006 – 13 February, 2007

Lecture Time: Tuesdays, 5:40 – 7:30pm

Lecture Room: RW 129 (Railway Station)

#### Course Objectives

Students successfully completing this course should be able to:

1. Demonstrate an understanding of general change theory, including the unique features of IT-related organisational change, and the issues raised in research into this area. [*Assessments 1-3*]
2. Construct a proposal for an IT-related change initiative for an organisation – establishing a business case, describing the planning involved, and selecting an appropriate change framework to manage the change. [*Assessment 1*]
3. Investigate specific aspects of IT-related change as they apply to an organisation's approach to managing IT-related change. [*Assessment 2*]

## Course Content & Readings

A weekly schedule is included at the end of this document.

There is no textbook set for this course. Instead, readings will be made available either electronically (on Blackboard) or in hard copy form in class. *Either way, students are expected to have read the readings before the relevant lecture for that week.*

## Assessment Requirements

Course assessment will be based on the following:

		<u>Due Date</u>
1. Change Proposal Assignment	30%	Tuesday, 12 December
2. Group Project:		Tuesday, 13 February
a) Individual report	30%	
b) Group report	10%	
c) Group presentation	15%	
3. Class participation		
a) Discussion leader	10%	to be arranged
b) Participation in discussion	5%	throughout course
<b>TOTAL</b>	<b>100%</b>	

### Change Proposal Assignment (30%)

Students will be asked to construct a proposal for a new IT-related change initiative in an organisation they know (typically their workplace). Emphasis will be placed on a discussion of how best to manage the change, applying different frameworks from the literature.

### Group/Individual Research Project (55%)

Students will work in teams of four (more-or-less) to investigate a selected organisation's approach to IT-related change and the environment within which they work. The overall project is made up of an individual report (covering a specific, selected topic), a group report (covering general information about the organisation), and a brief group presentation (covering the findings of the investigation).

### Class Participation (15%)

Students are expected to attend every class. Where absenteeism is unavoidable, the lecturer should be informed in advance as far as possible.

The participation component of the final course grade is made up of two parts:

- Submission (and on at least one occasion, presentation) of questions relevant to each reading (10%); and
- General participation in class discussion (5%).

#### Submission of Questions

Each week, students are expected to have read the readings for that week. Then they must each submit three questions – one for each reading, and one linking the two in some way – by 9am of the day of the lecture. The lecturer will select questions for discussion, place them on presentation slides, and put aside time for their discussion in class. If selected, the

submitter will lead the discussion around their questions, including a brief introduction to their relevance and significance.

Each student will have questions selected for discussion at least once during the course, with the aim of covering every student twice – depending on student numbers. All submitted questions, whether selected for discussion or not, will contribute to mark allocation.

### Class Discussion

An important component of the course is the interaction and sharing of ideas and perspectives during the class sessions. Participation in the class discussions will be monitored carefully. The emphasis will lie on the quality of contributions rather than on the frequency. Particularly valued will be:

- Effective starting of a discussion
- Injection of a unique perspective into a discussion
- Inter-relating of various perspectives
- Drawing together things learnt during the discussion
- Relating discussions on new topics to those already covered
- Researching and presenting information beyond the confines of the prescribed readings

### **Penalties**

In fairness to other students, work submitted after the deadline will incur a 5% penalty (of the mark obtained) for each working day late. In the event of bereavement, prolonged illness, or truly exceptional work circumstances affecting your ability to meet the deadline, it is imperative that you discuss your situation with the Course Manager. You must substantiate your claim with appropriate documentation (for example, a medical certificate).

**NOTE:** *All students are expected to attend, and remain for, all the presentations on the day.* If you foresee a difficulty in attending the presentations, see the Course Coordinator as early as possible.

## **Mandatory Course Requirements**

**Attendance:** An attendance register will be kept. While all students are expected to attend classes and participate in discussion, there will be no penalty for non-attendance of lectures other than knowledge deprivation and a loss of opportunity to participate. Attendance of the group research project presentations, however, is compulsory – whether presenting or not.

**Terms Requirements:** There are no terms requirements for this course beyond correct enrolment.

**Course Requirements:** To pass this course, students must attain a C grade or higher for the combined assessments in the course.

**Tutorials:** There are no timetabled tutorials or workshops for this course.

## Grading standards:

Letter Grade	Number grade	Approx Dist'n *	Simple Description	More Complete Description**
A+	Over 84	4%	Outstanding	Far exceeds requirements, flawless, creative
A	80-84	10%	Excellent	Polished, original, demonstrating mastery
A-	75-79	14%	Very Good	Some originality, exceeds all requirements
B+	70-74	22%	Good	Exceeds requirements in some respects
B	65-69	26%	Satisfactory	Fulfills requirements in general
B-	60-64	18%	Acceptable	Only minor flaws. Unoriginal
C+	55-59	4%	Pass	Mistakes, recapitulation of course material
C	50-54	2%	Minimum pass	Serious mistakes or deficiencies
D	40-49	1%	Unacceptable	Little understanding, poor performance
E	00-39	1%	Fail	Below the minimum required

\* This is the hypothetical percentage of students that would attain the various levels of performance, over several repetitions of the course, under similar conditions. It is recognised that the distribution in a particular course, particularly with small enrolment, may differ markedly from the long-term distribution.

\*\* The lecturer will develop a more complete or specific description of the meaning of the various levels of performance based upon the specific nature of the assessment in a course. For example, performance may be determined by the qualities of a written report, a classroom presentation, or work in a group project. The words used to describe these kinds of assessments will obviously vary.

## Communication of Additional Information

Communication between lecturers and students can be conducted in a variety of ways:

### Course Outline:

This document (in your hand!) is the primary source of course-related information. If you have a query about the conduct or administration of the course, first check to see if it is not already covered here.

### Blackboard:

Blackboard is software set up to provide electronic services for the administration and conduct of a course. This is an essential repository and communication tool, and students will be expected to ensure they have access to the Blackboard site for this course. In particular, please note:

Announcements: These represent the first thing you see when accessing the course blackboard site. From the time you have enrolled until the time the course has ended, these typically brief communications are critical for keeping up with changes and other important issues as they crop up. ***Students are expected to check for announcements on a regular basis.***

Repository: As well as readings and administrative material, additional material may be made available as required. Normally, the addition of material to the Blackboard site, once the course has begun, would be signalled by an announcement.

Discussion Forum: There will be an electronic forum available to enable students to communicate with each other on an open basis, subject to the usual conduct rules. Individual problems or concerns are best raised with the lecturer or course coordinator directly.

Separate forums for each project group will also be set up. *This will help lessen the need for so many group meetings!*

### Contacting the Course Coordinator:

There are several ways you can contact the course coordinator: email, telephone, or face-to-face. The latter is best organised through an appointment. Contact information is given in the table on the first page of this course outline.

*Remember, it is never a good idea to let a problem go unresolved for too long, as this can result in a larger problem that may be more difficult to deal with later on.*

## **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](http://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](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; 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](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. 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](http://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](mailto: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](mailto: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/](http://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](mailto: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

Manaaki Pihipihinga Coordinator

Room 210, Level 2

Railway West Wing

Tel. (04) 463 8997

Email: [Puawai.Wereta@vuw.ac.nz](mailto:Puawai.Wereta@vuw.ac.nz)

Fa'afoi Seiuli

Pacific Support Coordinator

Room 109 B

14 Kelburn Parade

Tel. (04) 463 5842

Email: [Faafoi.Seiuli@vuw.ac.nz](mailto:Faafoi.Seiuli@vuw.ac.nz)

The Pacific Support Coordinator is also available on the Pipitea Campus, Room 212, Level 2, Railway West Wing, every Thursday, 1-4pm. No appointment is necessary. You can either come in, email or phone with any issue that you need help with. Fa'afoi links Pacific students to the services and support they need while studying at Victoria.

<b>Lecture</b>	<b>Topic</b>	<b>Who</b>
<b>14 Nov</b>	Managing IT-related change – an introduction	<b>DJ</b>
<b>21 Nov</b>	Strategic IT-related change	<b>DJ</b>
<b>28 Nov</b>	Governance & control	<b>DJ</b>
<b>5 Dec</b>	Planning IT-related change	<b>DJ</b>
<b>12 Dec</b>	Development, implementation & post-implementation	<b>DJ</b>
<b>19 Dec</b>	Managing ICT-related change in marketing, service delivery & customer management	<b>GUEST</b> (Mary Tate)
<b>Mid-Trimester Break</b>		
<b>9 Jan</b>	Risk	<b>DJ</b>
<b>16 Jan</b>	Outsourcing & external involvement	<b>DJ</b>
<b>23 Jan</b>	Power, politics & influence	<b>DJ</b>
<b>30 Jan</b>	Culture, conflict & information behaviour	<b>DJ</b>
<b>6 Feb</b>	<b>Waitangi Day – NO CLASSES!</b>	
<b>13 Feb</b>	Group Project Presentations	<b>STUDENTS</b>