

School of Information Management

**INFO 405**  
**IT AND THE NEW ORGANISATION**

Trimester Two 2007

**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 – 14 August 2007 on campus and 4 September-9 October 2007 online  
Class time 11.00am-2.00pm  
Venue EA 004  
Tutorials None

**Course Coordinator Background**

Benoit A. Aubert is currently Professor at HEC Montreal and CEO of the CIRANO (Centre inter-universitaire de recherche en analyse des organisations). He is adjunct professor at the School of Information Management (Victoria University of Wellington).

His main research areas are outsourcing, risk management, and new organization forms (virtual, network, alliances, etc.). 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.

Dr. Aubert published three books recently. *Advances in IS Outsourcing*, co-edited with Suzanne Rivard, was published by Sharpe editors in 2007. The second book, published by the University of Montréal Press, is titled *Gestion intégrée du risque organisationnel* and integrates several risk perspective. Finally, *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.

## **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 be 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	Topic/Reading
1	10/7	<p><u>IT and the New Economy</u>            Godin Benoît. The Knowledge-Based Economy: Conceptual Framework or Buzzword? Journal of Technology Transfer, Jan 2006. Vol. 31, Iss. 1; 17 - 30.</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	17/7	<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</p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, 2004,</p> <ul style="list-style-type: none"> <li>• Strategy, 39-57 and</li> <li>• Progressive Insurance, 139-164</li> </ul>
3	24/7	<p><u>The Organization Puzzle – Internal Organization</u>            Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, 2004,</p> <ul style="list-style-type: none"> <li>• Structure, pp. 58-92 and</li> <li>• Oticon, pp. 165-193</li> </ul> <p>Alghalith Nabil FedEx: Leveraging IT for a Competitive Advantage, The Business Review, Summer 2007. Vol. 8, No. 1; 296-305</p>
4	31/8	<p><u>IT and New Org. Structures – External Boundaries</u>            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> <p>Rafael Lapiedra; 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.</p>
5	7/8	<p><u>IT as a Tool for Transformation</u></p> <p>Bouwman H, Versteeg G, Business architecture: A new paradigm to relate business strategy to ICT Information Systems Frontiers. Boston: Feb 2006. Vol. 8, Iss. 2; p. 91-102.</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>

6	14/8	<p><u>Business Process Redesign</u> Aubert, B., Bourdeau, S., Walker, B., Bombardier, HEC Montreal.</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>
7	4/9	<p><u>IT Outsourcing</u> 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>
8	11/9	<p><u>Offshoring</u></p> <p>Alan S. Blinder. Foreign Affairs. Offshoring: The Next Industrial Revolution? Mar/Apr 2006. Vol. 85, Iss. 2; pg. 113</p> <p>Drezner Daniel, The Outsourcing Bogeyman, Foreign Affairs. New York: May/Jun 2004. Vol.83, Iss. 3; pg. 22. (S)</p> <p>OECD, Offshoring and Employment: Trends and Impacts. Introduction (downloadable from the OECD website) 2007.</p>
9	18/9	<p><u>ERP and CRM Systems – The Process Level</u></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.</p> <p>Hill, C, Yates, R, Jones, C, Kogan R Beyond predictable workflows: Enhancing productivity in artful business processes, IBM Systems Journal. Armonk: Oct-Dec 2006. Vol. 45, No. 4; 663-682</p> <p>SAP Software ValueSAP Software</p>
10	25/9	<p><u>Risk Management</u> Aubert, Benoit A., Patry, Michel, Rivard, Suzanne, Taking Stock on IT Outsourcing Risk, Database, (36:4) 2005, 9-28.</p> <p>Taylor H., Risk Management and Problem Resolution Strategies for IT Projects: Prescription and Practice. Project Management Journal. Sylva: Dec 2006. Vol. 37, No. 5; p. 49-64</p>
11	2/10	<p><u>Integrating Concepts</u> Amar Gupta, Satwik Seshasai, Sourav Mukherji, Auroop Ganguly. Offshoring: The Transition from Economic Drivers Toward Strategic Global Partnership and 24-Hour Knowledge Factory, Journal of Electronic Commerce in Organizations. Apr-Jun 2007. Vol. 5, No. 2 1-23.</p> <p>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>
12	9/10	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

The detailed list of readings is outlined in the course content. All the papers lists are available through the Library electronic databases.

#### 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%	24/7, 7/8, 11/9 and 25/9
End term test	<u>40%</u>	9/10
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 or go to [www.vuw.ac.nz/policy](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://www.vuw.ac.nz/fca) under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

## **Manaaki Pihipihinga Programme**

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email [manaaki-pihipihinga-programme@vuw.ac.nz](mailto:manaaki-pihipihinga-programme@vuw.ac.nz) or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email [pacific-support-coord@vuw.ac.nz](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.