
School of Information Management

BITT401 CASES IN INFORMATION TECHNOLOGY

Trimester 1 2008

COURSE OUTLINE

Contact Details

Paper Coordinator:

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Class Times and Room Numbers

Lectures: **Mondays, commencing 25 February 2008**
One one-hour class each week
Tuesdays, commencing 26 February 2008
One two-hour class each week

Times: **Mondays 15:10 to 16:00**
Tuesdays 15:10 to 17:00

Venue: **Mondays in MY632**
Tuesdays in CO118

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.
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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 Dates</i>	<i>Lecture Topic</i>
1	Monday, 25 February 2008	Why bother with 401? Introduction; Case Method of Teaching
	Tuesday, 26 February 2008	Demonstration Case: Greyhound Bus Line
2	Monday, 3 March 2008	<i>Background:</i> Creating and Implementing Information Systems
	Tuesday, 4 March 2008	Case 2: Australasian Produce Co-Operative
3	Monday, 10 March 2008	<i>Background:</i> Management of Change in Organisations
	Tuesday, 11 March 2008	Case 3: Mellon Investor Services
4	Monday, 17 March 2008	<i>Background:</i> Business Process re-Engineering
	Tuesday, 18 March 2008	Case 4: Charles Schwab Corporation
5	Monday, 24 March 2008	<i>Easter Monday</i>
	Tuesday, 25 March 2008	<i>Easter Holiday</i>
6	Monday, 31 March 2008	<i>Background:</i> Strategic Use of Information Technology
	Tuesday, 1 April 2008	Case 5: Land's End
7	Monday, 7 April 2008	Summary of Cases 1 - 5 and Theory so far: Questions and Answers
	Tuesday, 8 April 2008	Group Assignment 1 is due at 15:10
	Mid term Break 12 to 27 April 2008	No Lectures
8	Monday, 28 April 2008	<i>Background:</i> Enterprise Resource Planning
	Tuesday, 29 April 2008	Case 6: Cisco - ERP and Web-Enabled IT
9	Monday, 5 May 2008	<i>Background:</i> Knowledge Management
	Tuesday, 6 May 2008	Case 7: NASA & Jet Propulsion Lab
10	Monday, 12 May 2008	<i>Background:</i> Electronic Business
	Tuesday, 13 May 2008	Case 8: Amazon.com
11	Monday, 19 May 2008	<i>Background:</i> Mobile & Wireless technology
	Tuesday, 20 May 2008	Case 9: WWW - Who Will Win Wireless?
12	Monday, 26 May 2008	Summary of all Cases and their Topic Theories: Questions and Answers
	Tuesday, 27 May 2008	Group Assignment 2 is due at 15:10

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 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);
- HBS Case Studies and HBS Notes may be **purchased/downloaded individually** from Harvard Business School On-line (at USD6.95 each, credit card required); alternatively,
- HBS Case Studies and HBS Notes may be bought as **one collective volume of Student Notes**, which may work out slightly cheaper and may also be more convenient than individual downloads (see Appendix A for what is in the Student Notes).

Communication of Additional Information

Further information about the course, such as supplementary course readings, changes in topic sequence, etc. will be provided on **Blackboard** and/or announced in class.

Assessment Requirements

Workload

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 Monday class by internalising the readings;
- a further **three hours** per week, doing the weekly case assessment work and preparing for the class discussion on Tuesday;
- 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.

Mandatory Course Requirements

In addition to achieving the minimum course mark required for a pass this course (50%), you must **attend not less than 9 of the 11 Tuesday 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 **Monday 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. **Tuesday'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
Weekly Case Analysis 5% each for 8 evaluations (the Demonstration Case is excluded)	40%	Due each 'Case Study' <u>Tuesday</u> : paper version to be submitted in class before/at 15:10 Word Limit: 1,000
Participation in Class Discussion Holistic evaluation	20%	Over <u>all sessions</u> in the term; assesses the <u>quality of discussion contributions</u> (and, of course, implies attendance)
Group Assignment 1	17.5%	Extracting summary lessons/concepts from the first five cases. Word Limit: 3,000; Due Tuesday 8 April : paper version to be submitted in class at 15:10
Group Assignment 2	17.5%	Extracting summary lessons/concepts from the second four cases; Word Limit: 3,000; Due Tuesday 27 May: paper version to be submitted in class at 15:10
Group Assignment 3 Groups will be assigned weeks	5%	Taking notes of the class discussion for every 'Case Study' <u>Tuesday</u> session. Due the following Monday: electronically before 09:00 as an <u>email attachment</u> to the Paper Co-ordinator

Marking of Group Assignments

N.B.: All Group Assignments are "Group Work", but will not be marked as *Group Assessment* (in terms of par. 5.4, p13, of the university's "Assessment Handbook 2006" as published on http://www.vuw.ac.nz/home/about_victoria/publications.html#assessment). The Group Assignments will have a Header for specifying the contribution percentage for each group member as agreed by all group members. Omission of this contribution percentage will be an indication that the group wishes to award equal marks to all group members.

Grading standards

Letter Grades will be used to mark all course work assignments. The percentage/grade equivalents for each course work element are weighted and accumulated to generate the final grade for the course. Grades, percentage equivalents and descriptions used are supplied in the table below:

<i>Grade</i>	<i>%Equivalent</i>	<i>Description</i>	<i>Extended Description</i>
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

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 Tuesday lecture will receive a penalty of 10% of the marks;
 - N.B.: case analyses 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;
 - N.B.: assignments will **not** be accepted after 17:00 on Tuesday (i.e. after 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 and a further 10% **per day** thereafter;

However: Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement, or other aegrotat requiring incidents) 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. For example, an assignment with 3,300 words would incur a penalty of 10%. Penalties will be applied as a multiplier of (1- Penalty%) to the grade percentage. For example, if the grade percentage before penalties was **82%** (grade **A**) and the penalty was 10%, then the final percentage will be $82\% \times (1 - 0.1 = 0.9) = 73.8\%$ and the final grade will reduce to **B+**.

Appendix A: Schedule of required readings

<i>Week</i>	<i>Topic</i>	<i>Readings (*)</i>
1	Introduction	Please study the Course Outline and prepare any questions you might have about the course and it's administration.
	Demo Case	The Greyhound Bus Lines case will be available on BlackBoard (BB) and in class.
2	IS Creation	BCS Report ; please download from BlackBoard (BB)
	Case	Australasian Produce Co-Operative (BB)
3	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 (BB)
	Case	Mellon Investor Services ; Harvard Business School Case 9-402-036
4	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
	Case	Charles Schwab Corp. (A) ; Harvard Business School Case 9-300-024
5	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; (BB)
	Case	Custom Made Apparel And Individualized Service At Lands' End (BB)
6	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
	Case	Cisco Systems Architecture: ERP and Web-enabled IT Harvard Business School Case 9-301-099
7	Knowledge Management	1. Turban, McLean, & Wetherbe <i>Information technology for Management</i> ; (2004); Chapter 10 (BB) 2. 'A Note on Knowledge Management' Harvard Business School Note 9-398-031
	Case	Managing Knowledge and Learning at NASA and the Jet Propulsion Laboratory (JPL) Harvard Business School Case 9-603-062
8	Electronic Business	Will be advised later in the term
	Case	Amazon.com; Exploiting the Value of Digital Business Infrastructure ; Harvard Business School Case 9-800-330
9	Wireless	Will be advised later in the term
	Case	WWW – Who Will Win Wireless? Harvard Business School Case 9-802-012

(*) (BB) means that the material will be on *Blackboard*;
These cases/notes are contained in the Student Notes

General University Information

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 on the ground floor (EA005). This counter is the first point of contact for :

- 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.victoria.ac.nz/home/about/policy/students.aspx

For information on the following topics, go to the Faculty's website www.victoria.ac.nz/fca under Important Information for Students:

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

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 students 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 penalized 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:
www.victoria.ac.nz/home/studying/plagiarism.html

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 or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.