

Course Outline Approval Form
 (A separate form must be completed for each course)

Course Outline Approval Forms for the Second Trimester are due at the Faculty's Student & Academic Services Office by Monday 13 July 2009, and should be sent in PDF format to the Administrator, Anthea O'Sullivan: anthea.osullivan@vuw.ac.nz

Course Code (not CRN) <u>INFO 405</u> Trimester / Year <u>Winter 2009</u>
Course Title <u>IT and the New Organization</u>
Course Coordinator <u>Benoit Aubert Extn</u> _____
Scrutineer <u>Val Hooper</u> <i>This person must be a member of Academic Staff</i>

We confirm that the outline for the above course meets Faculty requirements (as set out in the Course Outline Template), or indicates links to where relevant information is to be found, in respect of the following:

(please tick)

COURSE ORGANISATION

1. Name of School, course code and title, trimester and year
The correct full title of the course, including all parts such as "Special Topic:" must be given. Please ensure that the trimester given in your outline matches that listed in the Banner system.
2. Staff names & contact details
3. Trimester dates (covering the full assessment period and withdrawal dates)
4. Class times and locations

LEARNING OBJECTIVES & CONTENT


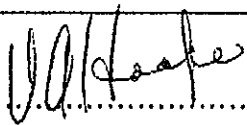
5. Course content
6. Course Learning objectives
7. Course delivery
8. Expected workload
9. Group work (if applicable) N/A
10. Readings, key texts or equivalent materials
11. Any other materials and/or equipment students should obtain

ASSESSMENT & MANDATORY COURSE REQUIREMENTS

12. A clear statement of all assessment requirements, including:
- (a) Weighting of each assessment task and corresponding learning objectives
 - (b) Critical dates of each piece of work
 - (c) Word limits for larger written pieces of work
 - (d) Duration of examination including dates of examination period or N/A
 - (e) Word limits for larger written pieces of work
13. Note re: use of assessed work for quality assurance purposes
14. Statement on penalties
15. Practicum arrangements (if applicable)
16. Details of mandatory course requirements
17. Statement on the use of Turnitin (if applicable) or
N/A

LINKS FOR COMMON MATERIAL

18. Academic Integrity
19. Details of where to find additional information
20. Statement on General University Policies and Statutes
21. Manaaki Pihipihinga Programme

<p>Signed </p> <p style="text-align: center;">(Course Coordinator)</p> <p>Date 23/6/09</p>	<p>Signed </p> <p style="text-align: center;">(Scrutineer)</p> <p>Date 23.06.09</p> <p><i>Note: this person MUST be a member of Academic Staff</i></p>
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School of Information Management

INFO 405

IT AND THE NEW ORGANISATION

Trimester Two 2009

COURSE OUTLINE

Contact Details

Course Coordinator	Benoit A. Aubert
Office	tba
Telephone	tba
Email	benoit.aubert@vuw.ac.nz
Office hours	meetings by appointment

Class Times and Room Numbers

Dates	16 July – 20 August 2009 on campus and 10 September-15 October 2009 online
Class time	9.00am-12.00pm
Venue	tba
Tutorials	None

Course Coordinator Background

Benoit A. Aubert is currently Professor at HEC Montreal where he holds the professorship in Governance and Information Technology. 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 and 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.

Prof. Aubert works at the intersection of Information Systems and Economics. For instance, a recent book, "Le Québec à l'heure de la globalisation (2008)" analyzes the economic, social, and environmental challenges of Québec in a globalized environment. *Advances in IS Outsourcing*, co-edited with Suzanne Rivard and published by Sharpe in 2007, looks at the various research aspects related to IT outsourcing. *Gestion intégrée du risque organisationnel*, published by the University of Montréal Press, provides an integrated approach to risk management. Finally, *IT and Organizational Transformation (2004)*, written with S. Rivard, G. Paré, M. Patry and H. Smith was published by Butterworth-Heinemann. This book combines recent research advances in IT, strategy, industrial organization, organization theory, and leadership. It provides new understanding of how the main components of an organization – strategy, technology, structure, and leadership - fit together, in order to create effective organizations.

Course Content

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 Learning Objectives

By the end of this course students will be able to (Week # in parenthesis):

1. Describe and understand the context in which organizations operate (1).
2. Understand the relationship between corporate strategy and information technology (2)
3. Better understand the key technologies changing the current business environment (3).
4. Understand how information technology can be used to transform the organizations and their competitive environment (4, 5).
5. Understand how to apply tools, IT, and governance modes in order to change the organization (6, 7, 8)
6. Define the various forms of organization currently observed in the business environment and explain how each type can be adapted to its competitive environment (all).

Course Content/Readings

Wk	Date	Topic/Reading
1	16/7	<p><u>IT and the New Economy</u></p> <p>Godin Benoît (2006). The Knowledge-Based Economy: Conceptual Framework or Buzzword? <i>Journal of Technology Transfer</i>, (31:1) 17 -30.</p> <p>Aubert B. and Reich, B., <i>Extracting Value from Information Technologies</i>, Burgundy Report, CIRANO, February 2009, 38 pages. (http://www.cirano.qc.ca/pdf/publication/2009RB-04.pdf)</p> <p>Background material: Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) <i>Information technology and organizational transformation: The management puzzle</i>. Butterworth-Heinemann, Part I - The Puzzle Frame, The puzzle edges 1-40</p>
2	23/7	<p><u>Strategy and IT</u></p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) <i>Information technology and organizational transformation: The management puzzle</i>, Butterworth-Heinemann, Strategy, pages 39-57</p> <p>Bhaskar Rahul. <i>Information Technology Systems Deliver Competitiveness for ABC Parcel Services</i>, <i>Journal of Cases on Information Technology</i>, Vol. 10, No. 3; pg. 1, 9 (2008)</p> <p>Background material: Johnson Robert L. <i>Strategy (2006) Success, a Dynamic Economy and the 21st Century Manager</i>, <i>The Business Review</i>,(5:2) 23-30</p>
3	30/7	<p><u>Information technology (ERP and CRM)</u></p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) <i>Information technology and organizational transformation: The management puzzle</i>, Butterworth-Heinemann, Chapter 4 – IT, 93-122</p> <ul style="list-style-type: none"> • SAP Software • ValueSAP Software <p>Background material: Versteeg G, Bouwman H,(2006) <i>Business architecture: A new paradigm to relate business strategy to ICT</i> <i>Information Systems Frontiers</i> (8:2) 91-102.</p>
4	6/8	<p><u>The Organization Puzzle – Internal Organization</u></p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) <i>Information technology and organizational transformation: The management puzzle</i>, Butterworth-Heinemann.</p> <ul style="list-style-type: none"> • Structure, pp. 58-92 and • Oticon, pp. 165-193

5	13/8	<p><u>IT and New Org. Structures – External Boundaries</u></p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather (2004) Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, Li and Fung, 194-226</p> <p>Rafael Lapidra; Steve Smithson; Joaquin Alegre; Ricardo Chiva (2004), Role of information systems on the business network formation process: an empirical analysis of the automotive sector, Journal of Enterprise Information Management, (17:3), 219-228.</p>
6	20/8	<p><u>Organization Redesign</u></p> <p>Aubert, B., Bourdeau, S., Walker, B., (2007) Bombardier, HEC Montreal, 35p.</p> <p>Ian McKeown and George Philip, (2003) Business transformation, information technology and competitive strategies: learning to fly, (23:1) 3-24.</p> <p>Pan, S.L., Pan, G., Devadoss, P.R., (2008) Managing Emerging Technology and Organizational Transformation: An Acculturative Analysis, Information and Management, (45) 153-163.</p>
7	10/9	<p><u>IT Outsourcing</u></p> <p>Aubert, Benoit A, Patry, Michel and Rivard, Suzanne, (2004) A Transaction Cost Model of IT Outsourcing, Information and Management (41), 921-932.</p> <p>Aubert, Benoit A., Patry, Michel, Rivard, Suzanne (2003), A Tale of Two Contracts, An Agency-Theoretical Perspective, Wirtschaftsinformatik, (45:2), 181-190.</p> <p>Class deliverable: write a procedure to decide</p> <ul style="list-style-type: none"> - What to outsource? - How to organize a contract?
8	17/9	<p><u>Offshoring</u></p> <p>Alan S. Blinder (2006) Foreign Affairs. Offshoring: The Next Industrial Revolution? (85:2) 113-118.</p> <p>Drezner Daniel (2004), The Outsourcing Bogyman, Foreign Affairs (83:3) 22-28.</p> <p>OECD, Offshoring and Employment: Trends and Impacts. Introduction (downloadable from the OECD website) 2007.</p> <p>Class deliverable: write an offshoring policy for</p> <ul style="list-style-type: none"> - A private company - A public (crown) organization. <p>Background Material:</p> <p>Wall Street Journal, What is an American car? http://online.wsj.com/article/SB123265601944607285.html#printMode</p> <p>King, W, The Post-Offshoring IS Organization, Information Resources Management Journal. 2008. Vol. 21, Iss. 1; p. 77 (12 pages).</p>

9	24/9	<p><u>Knowledge Management and Organizational Structure</u></p> <p>Liao, Y-S, (2007) The Effects of Knowledge Management Strategy and Organization Structure on Innovation, International Journal of Management (24:1), 53-60.</p> <p>Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather (2004) Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, Knowledge Management (chapter 11), 267-282.</p> <p>Class deliverable: develop guidelines to explain how to adapt knowledge management practices to organizational structure, ensuring innovation inside the company.</p>
10	1/10	<p><u>Risk Management</u></p> <p>Aubert, Benoit A., Patry, Michel, Rivard, Suzanne (2005), Taking Stock on IT Outsourcing Risk, Database, (36:4) 9-28.</p> <p>O'Callaghan Ramon, Fixing the payment system at Alvalade XXI: a case on IT project risk management, Journal of Information Technology (2007) 22, 399–409</p> <p>Background material: Taylor H., Risk Management and Problem Resolution Strategies for IT Projects: Prescription and Practice. Project Management Journal. Dec 2006. Vol. 37, No. 5; p. 49-64</p> <p>Class deliverable: Develop a measure of risk for IS development/implementation.</p>
11	8/10	<p><u>Integrating Concepts/ implications for the workforce</u></p> <p>Gupta, A., Seshasai, S., Mukherji, S., Ganguly A. (2007) Offshoring: The Transition from Economic Drivers Toward Strategic Global Partnership and 24-Hour Knowledge Factory, Journal of Electronic Commerce in Organizations (5:2) 2 1-23.</p> <p>McGregor, J., Tweed, D., Pech, R., Human capital in the new economy: devil's bargain? Journal of Intellectual Capital, 5, 1, 2004, 153-164 (A)</p>
12	15/10	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 duration of the course plan to spend 3 hours in class, 6-8 hours preparing for class, including some time in the library performing literature searches. Additional time will be required for completion of course assignments.

Materials and Equipment

Recommended textbook

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

Readings

The detailed list of readings is outlined in the course content. All the papers listed 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%	30/7, 13/8, 17/9 and 1/10
End term test	<u>40%</u>	15/10
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. 1000 words/paper.

End-Term Test: Further details regarding the test will be advised in class closer to the date. Students are obliged to be present at university until the end of the examination period.

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.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <<http://www.turnitin.com>> Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

For the following important information follow the links provided:

Academic Integrity and Plagiarism

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

General University Policies and Statutes

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

Faculty of Commerce and Administration Offices

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

Manaaki Pihipihinga Programme

http://www.victoria.ac.nz/st_services/mentoring/Student