

School of Information Management

BBIS401 CASE STUDIES IN INFORMATION TECHNOLOGY

Trimester 1 2010

COURSE OUTLINE

Name and Contact Details

Paper Coordinator:

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Trimester Dates

Teaching Period: Monday 1st March – Friday 4th June 2010

Study Period: Monday 7th June – Thursday 10th June 2010

Examination Period: Friday 11th June – Wednesday 30th June 2010 (inclusive)

Withdrawal from Courses:

Withdrawal dates: Late withdrawals with Associate Dean (Students) permission
(See Section 8: Withdrawals - from the Personal Courses of Study Statute)

<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>

Withdrawal dates: refunds:

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawlsrefunds.aspx>

Class Times and Room Numbers

Lectures:

Tuesdays, commencing 2 March 2010

One one-hour class each week

Wednesdays, commencing 3 March 2010

One two-hour class each week

Times:

Tuesdays 13:10 to 14:00

Wednesdays 13:10 to 15:00

Venue:

Tuesdays and Wednesdays in **KK202**

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.

Week	Lecture Dates	Lecture Topic
1	Tuesday, 2 March 2010	Why bother with 401? Introduction; Case Method of Teaching
	Wednesday, 3 March 2010	Demonstration Case: Greyhound Bus Line
2	Tuesday, 9 March 2010	<i>Background:</i> Creating and Implementing Information Systems
	Wednesday, 10 March 2010	Case 1: Australasian Produce Co-Operative
3	Tuesday, 16 March 2010	<i>Background:</i> Management of Change in Organisations
	Wednesday, 17 March 2010	Case 2: Mellon Investor Services
4	Tuesday, 23 March 2010	<i>Background:</i> Business Process re-Engineering
	Wednesday, 24 March 2010	Case 3: Charles Schwab Corporation
5	Tuesday, 30 March 2010	Summary of Cases 1 – 3 and Theory so far: Questions and Answers
	Wednesday, 31 March 2010	Group Assignment 1 is due at 15:10
<i>Mid Trimester Break 2 April to 19 April 2010</i>		<i>No Lectures</i>
6	Tuesday, 20 April 2010	<i>Background:</i> Strategic Use of Information Technology
	Wednesday, 21 April 2010	Case 4: Land's End
7	Tuesday, 27 April 2010	<i>Background:</i> Enterprise Resource Planning
	Wednesday, 28 April 2010	Case 5: Cisco - ERP and Web-Enabled IT
8	Tuesday, 4 May 2010	<i>Background:</i> Knowledge Management
	Wednesday, 5 May 2010	Case 6: NASA & Jet Propulsion Lab
9	Tuesday, 11 May 2010	<i>Background:</i> Electronic Business
	Wednesday, 12 May 2010	Case 7: Amazon.com
10	Tuesday, 18 May 2010	<i>Background:</i> Mobile & Wireless technology
	Wednesday, 19 May 2010	Case 8: WWW - Who Will Win Wireless?
11	Tuesday, 25 May 2010	Summary of Cases 4 - 8 and Theory so far: Questions and Answers
	Wednesday, 26 May 2010	Group Assignment 2 is due at 15:10
12	Tuesday, 1 June 2010	Summary of all Cases and their Topic Theories:
	Wednesday, 2 June 2010	Questions and Answers

Course Learning 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.

Course Delivery

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 Tuesday 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. Wednesday’s session is an analysis of a classic, 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.

Expected 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.

Group Work

N.B.: All Group Assignments are “Group Work”, and will be marked as *Group Assessment* (in terms of par. 5.4, p14, of the university’s “Assessment Handbook 2009” 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.

It is anticipated that participation in group work will not add more than 2 hours per assignment to the average workload.

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).

Materials and Equipment

No special materials or equipment are required for this course.

Assessment Requirements

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%	<u>Due each 'Case Study' Wednesday:</u> paper version to be submitted in class before/at 13:10 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 <u>attendance</u> at both <u>Tuesday</u> and <u>Wednesday</u> lectures)
Group Assignment 1	15%	Extracting summary lessons/concepts from the first three cases. Word Limit: 2,000; <u>Due Wednesday 31 March: paper version</u> to be submitted in class at 15:10
Group Assignment 2	20%	Extracting summary lessons/concepts from the second five cases; Word Limit: 3,000; <u>Due Wednesday 26 May: paper version</u> to be submitted in class at 13:10
Group Assignment 3 (Groups will be assigned weeks)	5%	Taking notes of the class discussion for every 'Case Study' <u>Tuesday</u> session. <u>Due the next Monday: electronically</u> before 09:00 as an <u>email attachment</u> to the Paper Co-ordinator

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:

Grade	%Equivalent	Description	Extended Description
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

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Examinations

The course is assessed entirely on course work. There is no mid-term or final examination.

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 13:10) of the Wednesday lecture will receive a penalty of 10% of the marks;
 - N.B.: case analyses will **not** be accepted after 15:00 on Wednesday (i.e. after the lecture); any later delivery 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 13:10 deadline;
 - N.B.: assignments will **not** be accepted after 15:00 on Wednesday (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, an assignment has a word limit of 3,000 words. A delivered assignment with 3,300 words would incur a penalty of 10%. Penalties will be applied as a multiplier of $(1 - \text{Penalty}\%)$ 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%** multiplied by **0.9** (i.e. $1 - 0.1$) = **73.8%** and the final grade will reduce to **B+**.

Mandatory Requirements

In addition to achieving the minimum course mark (50%) required there is a **mandatory course requirement** that you must **attend not less than 9 of the 11 Tuesday lectures in order to pass the course**. This usually suffices for casual absences. Any other absences require sanctioning from the course co-ordinator and should be discussed with him as soon as possible.

Class Representative

A class representative will be elected in the first class. That person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Communication of Additional Information

Additional information or information on changes will be conveyed to students by announcement in class, on Blackboard, and/or by email to all class members.

General Information

For the following important information please follow the links provided:

Academic Integrity and Plagiarism

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

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.

General University Policies and Statutes

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

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

Manaaki Pihipihinga Programme

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

Appendix A: Schedule of required readings

Week	Topic	Readings ^(*)
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
6	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)
7	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
8	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
9	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
10	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