TE WHARE WĀNANGA O TE ŪPOKO O TE IKA A MĀUI

VICTORIA
UNIVERSITY OF WELLINGTON

School of Information Management

INFO 405
IT AND THE NEW ORGANISATION
Trimester Two 2010

COURSE OUTLINE

Contact Details

Course Coordinator	Benoit A. Aubert
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Office hours	meetings by appointment

Class Times and Room Numbers

Dates	15 July – 19 August 2010 on campus and 9 September-14 October 2010 online
Class time	9.00am-12.00pm
Venue	MY 402
Tutorials	None

Withdrawal from Courses:

Your fees will be refunded if you withdraw from this course on or before 23 July 2010

The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. Friday 24 September. After that date, permission to withdraw requires the permission of the Associate Dean (Students) as set out in section 8 of the Personal Courses of Study Statute

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

To apply for permission, fill in the Late Withdrawal form available from either of our Student Customer Service Desks.

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 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).
7. Understand the trade-offs between various management options (10)

Course Delivery

Students are expected to have read the material carefully and be ready to discuss it. The discussion will be centered on the clarification of the concepts and their application to real-live situations.

The first six weeks will be delivered in a traditional seminar format. The second half of the course will be delivered virtually, using a variety of technologies.

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.

Course Content/Readings

Wk	Date	Topic/Reading
1	15/7	IT and the New Economy
		Godin Benoît (2006). The Knowledge-Based Economy: Conceptual Framework or Buzzword? Journal of Technology Transfer, (31:1) 17 -30.
		Aubert B. and Reich, B., (2009),Extracting Value from Information Technologies, Burgundy Report, CIRANO, 38 pages. (http://www.cirano.qc.ca/pdf/publication/2009RB-04.pdf)
		Background material: Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) Information technology and organizational transformation: The management puzzle. Butterworth-Heinemann, Part I - The Puzzle Frame, The puzzle edges 1-40
2	22/7	Strategy and IT
		Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, Strategy, pages 39-57
		Chen, D.Q., Mocker, M., Preston, D., Teubner, A., (2010). Information Systems Strategy: Reconceptualizaton, Measurement, and Implications, MIS Quarterly, (34:2), 233-259.
		Learning case preparation – UPS : how does it work
		http://www.youtube.com/watch?v=pcsk9nEKPGM
3	29/7	Information technology (ERP and CRM)
		Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann, Chapter 4 – IT, 93-122
		Hooper, V., Huff, S., Thirkell, P., (2010). The Impact of IS Marketing Alignment on Marketing Performance and Business Performance, Database, (41:1), 36-55.
		• SAP Software www.sap.com • http://www.youtube.com/watch?v=9_YY6z-_rsw&feature=related
4	5/8	The Organization Puzzle – Internal Organization
		Rivard S., Aubert, B. A., Paré, Guy, Patry, M., Smith, Heather, (2004) Information technology and organizational transformation: The management puzzle, Butterworth-Heinemann.
		• Structure, pp. 58-92 and • Oticon, pp. 165-193

5	12/8	IT and New Org. Structures – External Boundaries
		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
		• http://www.youtube.com/watch?v=etAVCmI5H98&feature=related
		Rafael Lapiedra; 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.
6	19/8	Organization Redesign
		Aubert, B., Bourdeau, S., Walker, B., (2007) Bombardier, HEC Montreal, 35p.
		Heinen, T., Gerst, D., & Nyhuis, P.. (2008). Management of Factory Transformability on the Basis of Business Processes. The Business Review, Cambridge, 9(2), 295-302.
		Background information: Ian McKeown and George Philip, (2003) Business transformation, information technology and competitive strategies: learning to fly, (23:1) 3-24.
7	9/9	IT Outsourcing
		Aubert, Benoit A, Patry, Michel and Rivard, Suzanne, (2004) A Transaction Cost Model of IT Outsourcing, Information and Management (41), 921-932.
		Natalia Levina, & Jeanne W Ross. (2003). From the vendor's perspective: Exploring the value proposition in information technology outsourcing(1)(2). MIS Quarterly, 27(3), 331-364.
		Background information: Aubert, Benoit A., Patry, Michel, Rivard, Suzanne (2003), A Tale of Two Contracts, An Agency-Theoretical Perspective, Wirtschaftsinformatik, (45:2), 181-190.
		Class deliverable: write a procedure to decide - What to outsource? - How to organize a contract?
8	16/9	Offshoring
		Alan S. Blinder (2006) Foreign Affairs. Offshoring: The Next Industrial Revolution? (85:2) 113-118.
		Drezner Daniel (2004), The Outsourcing Bogeyman, Foreign Affairs (83:3) 22-28.
		Aubert, Rivard, Templier, Information Technology and Distance-induced Effort to Manage Offshore Activities, Paper under revision.
		Class deliverable: write an offshoring policy for - A private company - A public (crown) organization.
		Background Material:
		OECD, Offshoring and Employment: Trends and Impacts. Introduction (downloadable from the OECD website) 2007.
		Wall Street Journal, What is an American car? http://online.wsj.com/article/SB123265601944607285.html#printMode

9	23/9	Knowledge Management and Organizational Structure
		Liao, Y-S, (2007) The Effects of Knowledge Management Strategy and Organization Structure on Innovation, International Journal of Management (24:1), 53-60.
		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.
		Class deliverable: develop guidelines to explain how to adapt knowledge management practices to organizational structure, ensuring innovation inside the company.
10	30/9	Risk Management
		Aubert, Benoit A., Patry, Michel, Rivard, Suzanne (2005), Taking Stock on IT Outsourcing Risk, Database, (36:4) 9-28.
		Purtell, T.. (2007). A NEW VIEW ON IT RISK. *Risk Management, 54*(10), 28-33.
		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
		Class deliverable: Develop a measure of risk for IS development/implementation.
11	7/10	Integrating Concepts/ implications for the workforce
		Brooks, N., Miller, R., & Korzaan, M.. (2009). IT Workers on Outsourcing: What About Me? What About The Profession? Academy of Information and Management Sciences Journal, 12(1/2), 1-12.
		Indira R Guzman, & Jeffrey M Stanton. (2009). IT occupational culture: the cultural fit and commitment of new information technologists. Information Technology & People, 22(2), 157-187.
		McGregor, J., Tweed, D., Pech, R., Human capital in the new economy: devil's bargain? Journal of Intellectual Capital, 5, 1, 2004, 153-164
12	14/10	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%	29/7, 12/8, 16/9 and 30/9
End term test		40%	15/10
Total		100%	

Individual papers: Each week specific topics will be discussed and articles will be provided to the students. In their individual papers, students should make special efforts to apply these concepts to real organizations. The goal of the paper is to show understanding of the theoretical concepts. This requires integration or application. Summarizing concepts seen in class is not acceptable. 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. An example of past exam will be provided.

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.

Penalties

Assessment submitted after the due date will not be accepted and students will not receive any marks. 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.

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 intergrity 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 dection 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/
Manaaki Pihipihinga Programme
http://www.victoria.ac.nz/st_services/mentoring/Student