

School of Information Management

MMIM512 STRATEGIC INFORMATION MANAGEMENT

Trimester 2 2011

COURSE OUTLINE

Contact Details

Paper Coordinator:

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Trimester Dates

Teaching Period: Monday 11th July – Friday 14th October 2011

Withdrawal from Courses:

Your fees will be refunded if you withdraw from this course on or before **22 July 2011**

The last date for withdrawal from this course is the three-quarter point of the teaching period, i.e. **Friday 23 September 2011**. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

<i>Date</i>	<i>Day</i>	<i>Time</i>	<i>Building & Room</i>
19 August 2011	Fri	1740 - 1930	Rutherford House LT3 [Pipitea]
20 August 2011	Sat	0900 - 1600	
16 September 2011	Fri	1740 - 1930	Rutherford House LT3 [Pipitea]
17 September 2011	Sat	0900 - 1600	
14 October 2011	Fri	1740 - 1930	Rutherford House LT3 [Pipitea]
15 October 2011	Sat	0900 - 1600	

Course Content

The table below sets out the lecture topics, readings and due dates for coursework.

NB.: Any changes to the lecture schedule will be announced in class and published on BlackBoard as well as via email.

<i>Date</i>	<i>Session</i>	<i>Topic</i>	<i>Readings</i>	<i>Comments</i>
Friday, 19 August 2011	17:40 to 19:30	Anatomy of the Course; Why bother?	Introd'n	
Saturday, 20 August 2011	09:00 to 10:30	IS Strategy	Ch.1	
	11:00 to 12:00	Strategic IS	Ch.2	
	13:00 to 14:30	Organisation and IS	Ch.3, 4,	
	15:00 to 16:00	<i>Review & Contingency</i>		
Friday, 16 September 2011	17:40 to 19:30	BPR & IT	Ch.5	<u>A1: Case Study</u> due at beginning of class
Saturday, 17 September 2011	09:00 to 10:30	Infrastructure Management	Ch.6	
	11:00 to 12:00	Supply Networks		
	13:00 to 14:30	E & M -Business	Ch.7	
	15:00 to 16:00	<i>Review & Contingency</i>		
Friday, 14 October 2011	17:40 to 19:30	Acquiring IS & Project Management	Ch.9 & 11	<u>A2: Group Assignment</u> due at beginning of class
Saturday, 15 October 2011	09:00 to 10:30	IT Economics	Ch.10	<u>A2 Presentations</u> in class
	11:00 to 12:00	Knowledge Management	Ch.12	
	13:00 to 14:30	<i>Review</i>		
	15:00 to 16:00	<i>of the course</i>		
Tuesday, 31 October 2011				<u>A3: Organisational Analysis</u> due by email before 10:00 a.m.

Course Learning Objectives

The course covers the main principles and practices of managing the information systems function within an organisation. It aims

- To provide an understanding of the role of the Information Systems manager in a corporate environment.

To explore critically some major issues of interest to Information Systems managers.

This course will provide students the opportunity to:

1. Develop oral, written and IS-related communication skills
 - a. through active participation in class discussion
 - b. through the development and presentation of oral and written reports, using narrative, diagrammatic and other schema as forms of presentation
 - c. through formal and informal classroom debate
2. Develop critical and creative thinking skills
 - a. through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
3. Develop leadership skills
 - a. through structuring independent study
 - b. through leading projects and group exercises
 - c. through fulfilling spokesperson duties, reporting on a group's activities or ideas to the class

On successful completion of this course students should be able to:

4. Identify and analyse key academic theories relevant to IS critically and identify the cores aspects of the literature around them
5. Communicate the findings of their research in a clear, logical and insightful manner
6. Analyse a business case in an insightful and well-informed manner
7. Explain and critically assess in depth one leading edge IT/IS implementation in an organisation they are familiar with

More broadly students should be able to:

8. Identify and discuss the nature and importance of IS for business organizations
9. Describe, analyse, and discuss major developments in IT/IS
10. Identify and discuss key managerial, organizational and social issues arising as a consequence of IS strategic planning, acquisition, implementation and use

Course Delivery

The lectures in this course are set out in **three blocks of two hours on Friday evening and six hours on Saturday**.

Expected Workload

For each of the three fortnights of the course participants will spend nine hours in lectures, and should allow an extra ten to fifteen hours preparing for classes by internalising the readings. In addition, students will need to allocate time for preparing and doing assessment work. On average it is expected that this would require a further four hours per week.

Group Work

The second assignment is a group assignment, to be carried out in groups of four. Unless the groups give unanimous notification otherwise, the **marks for the Group Assignment will be**

allocated equally among all group members. Differing group sizes will be taken into account when marks are allocated.

Readings

There is a required textbook for this course:

Keri E. Pearlson & Carol S. Saunders. 2006. *Managing and using Information Systems: a strategic approach. **Fourth Edition (4/e)***. John Wiley. ISBN 978-0-471-71538-6
Available from Vic Books

Supplementary Course Readings will be provided on *Blackboard* and announced in class.

The **readings are the foundation** for the lecture blocks. **For this reason preparation for the classes is essential.** However, the material presented in the lectures will often vary and has been selected to enhance the content of the readings. A significant amount of the lecture time will be spent in participative discussion rather than material presentation.

Assessment Requirements:

Participants must achieve a 50% mark across all course work elements

<i>Course Work Element</i>	<i>Weight</i>	<i>Due at:</i>
Class Participation	20%	
Case Analysis	20%	Friday, 16 September 2011, 17:40
Theory Analysis & Presentation	30%	Friday, 14 October 2011, 17:40
Organisation Analysis	30%	Monday, 31 October 2011, 10:00

N.B: 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.

Assignment 1: Case Analysis

Case: AUSTRALASIAN PRODUCE CO-OPERATIVE (provided on BlackBoard)

Due: To be received by 17:40 on Friday, 16 September 2011.

Length: max 2000 words (not including figures, tables and appendices)

Worth: 30%

Case Abstract and Assignment Scenario

This case describes how the Australasian Produce Co-Operative1 (APCO), a marketing cooperative in a land-based industry in ‘Australasia’ attempted to create a global information system. APCO is among the 20 largest food enterprises in the world. Information systems took on increasing importance as the enterprise refined its global operations in the last decade. In the six years between 1996 and 2002, the case demonstrates the process of evolving an international information system as it follows APCO’s global system development.

You are an investigative consultant charged with identifying where the APCO project went wrong. Your specific remit is to identify:

- What are (in your expert opinion) the three most critical mistakes made in the case?
- What should have been done better?

Provide your analysis in a report with an executive summary and three sections - one for each 'mistake'.

Instructions:

This analysis should **apply** the theory(ies) and frameworks presented in the course so far. You should focus specifically on the use of Information & Communication Technologies (ICT) rather than restrict yourself to analyses of organisational and/or business issues.

Other points to observe:

- Although you are encouraged to discuss your ideas with other members of the course and the course lecturer, there is an expectation that any work submitted is entirely your own – except where otherwise referenced. Such references must be cited in an appropriate manner (so that another person has sufficient information to locate the source, e.g. article/book).
- Don't forget to give a brief statement of the key IS theories applicable for the situation(s) and a list of references used to support the arguments.
- There is no need for a summary, introduction to, or restatement of, **the case itself**.

Marking Criteria:	
<i>Criterion</i>	<i>Weight</i>
Executive summary	10%
Insightful Analysis of the 'Mistakes'	20%
Appropriate Use of Theory(ies)	20%
Well Supported 'Suggestions'	30%
Clarity and Conciseness of Argument	10%
Presentation, Spelling, Grammar, Structure, Referencing, Citations;	10%

Layout of the Assignment:

Standard presentation is **1.5-line**-spacing with **12 point Times New Roman** font on **A4 paper**. Please **provide a coversheet and on each page a header/footer with your name and the page number in the format "Page x of xx"**.

Delivery:

In printed form before class before or at 17:40 on Friday, 16 September 2011. Please adhere to the deadline – see the Penalties clause below.

Assignment 2: Theory Analysis& Presentation

Due: To be received by 17:40hrs on Friday, 14 October 2011.

Length: max 2000 words (not including figures, tables and appendices)

Worth: 20%

This **Group Assignment** – to be completed by **groups of four** - is a more in-depth analysis of one of the theories/frameworks that we have discussed in class. The **theories/frameworks** to be covered (together with a suggestion as to their focus) are as follows:

<i>Theory/Framework</i>	<i>Proposed Focus</i>
A. Nolan Stages Theory of IS Growth	Originating in 1974/79 – how valid are they in 2011?
B. Core Competencies and IS	Competencies? Skills? Resources?
C. Porter’s Value Chain	...and its use in E and M-Business?
D. IS Strategic Planning	When to use what?
E. Strategic IS	Can there be sustainable strategic advantage in IS?
F. IS and Business Strategy	Review of selected Business Strategy frameworks: Hayes/EWM; Resource-Based View ; Simple Rules; Which one when?
G. Business Process Re-Engineering with IS	How?
H. McFarlan’s Strategic Grid	Created in the early 1980s – how significant (if at all...) will it be in the 2010s?

There are four parts to the assignment:

<i>Section</i>	<i>Comment</i>
1. Significance of the theory/framework for the 2010s	Most of these – classic – frameworks and theories originated in the 80s and 90s of the last century. Assess in this section what is (or isn’t) relevant of the theory for the 2010s – and why.
2. Critique ^(*) of the theory/framework in the literature	What critique ^(*) of the theory/framework can be found in the literature ^(**) around it? How justified (or otherwise) is it?
3. Critique ^(*) of the theory/framework from your own experience and knowledge	Using the combined knowledge, experience (and wisdom) of the group give a considered practitioner’s judgement of the theory/framework
4. An illustrative example for the theory/framework	For the theory/framework bring an example from the experience of the group that illustrates either the theory itself – or your critique of it.

^(*) **positive** as well as negative

^(**) some ‘seed’ literature around the theory/framework will be given on BB

The **Section Structure** and **Marking Criteria** of the assignment follow the four parts:

<i>Section</i>	<i>Weight</i>
Executive Summary	15%
Significance of the theory/framework for the 2010s	20%
Critique of the theory/framework in the literature	20%
Critique of the theory/framework from your own experience and knowledge	20%
An illustrative example for the theory/framework	20%
Presentation, Spelling, Grammar, Structure, Referencing, Citations;	5%

Layout of the Assignment:

Standard presentation is **1.5-line-spacing** with **12 point Times New Roman** font on **A4 paper**. Please **provide a coversheet and on each page a header/footer with your name and the page number in the format “Page x of xx”**.

Delivery:

In printed form before class before or at 17:40 on Friday, 14 October 2011. Please adhere to the deadline – see the Penalties clause below.

The Presentation will take place on Saturday 9 October. The presentation should be not longer than 15mins (allowing 3-5mins for questions) and will be evaluated for

- **Clarity of content (60%);**
 - **Fluency of delivery (20%); and**
 - **Timekeeping (20%)**
-

Assignment 3: Organisation Analysis

Due: To be received by 08:00hrs on Tuesday, 31 October 2011.

Length: max 2000 words (not including figures, tables and appendices)

Worth:30%

Choose one of the topics set out below and discuss how it is planned, implemented (or should be) in your organisation – or in an organisation you know well. The analysis is based on a discussion of the topic in the specific context of your organisation – **not on its merits (or not) in general**. Starting with a brief description of how the topic is implemented, the **key point of this assignment** is to give a **weighted critique**. **Where appropriate you should use the theories and frameworks presented in the course so far.**

The main points of the critique are:

- What works well?
- What should have been done differently? and
- In which areas is work still to be done?

Following this outline a suggested, general, structure for the assignment would be:

*Section 1: **Introduction:** this sets out in brief who/what the organisation is; describes/summarises the topic/project/technology you are addressing - give references to background material where you feel this is necessary;*

*Section 2: **History** of the topic/project/technology, expected benefits, concluding with its current state;*

*Section 3: **Critique:** What went well?*

*Section 4: **Critique:** With the benefit of hindsight: what should have been done differently?*

*Section 5: **Next Steps:** What (do you recommend) should be done now?*

Appendices: Supporting material that enhances the understanding of the report content.

Topics for analysis are listed in the table below – however, **other topics may be agreed with the Paper Coordinator**.

<i>Topic</i>	<i>Outline</i>
<i>IT Organisation Structure</i>	In the light of current IT theory, comment on the structure of the IT function in your organisation.
<i>Electronic Business/Commerce</i>	What is your organisation doing about electronic commerce, i.e. B2C or B2B? How successful has it been, what models is it following, what models should it be following?
<i>Workflow Management</i>	What is your organisation doing about electronic workflow/process support? What about document storage and retrieval? What quality policies are in place? What is being done to make data interchange easier? What industry standards are being used?
<i>Security and Privacy</i>	What procedures does your organisation have for security and privacy? What issues are not being addressed? Will this change in the future? How?
<i>IT Investment Evaluation</i>	How does your organisation go about valuing IT investments? How does this compare with similar organisations?
<i>Utilising New Technology</i>	Comment on the plans and prospects for improving one particular aspect of IT in your organisation by introducing some emergent/developing information technology.
<i>New Operations Strategies</i>	How could your organisation benefit from using an Application Service Provider? Do a cost and risk justification for adopting ASP in house.

Other topics previously chosen include:

<i>Knowledge Management</i>	What are the initiatives in this area within your organisation? What are your needs?
<i>IT Architecture & Infrastructure</i>	Describe the IT/A & I in your organisation – or in a significant part of it. Critique: what should have been done differently? What works well?
<i>Mobile technology</i>	Is your organisation contemplating to use Mobile technology? Where? If not: should they be? In what areas? Discuss pluses and minuses in business terms.

Marking Criteria:

<i>Criterion</i>	<i>Weight</i>
Well Structured Introduction	5%
Comprehensive Investigation of the Current Situation in your Organisation:	25%
Insightful Analysis of the Findings:	25%
Well Supported Recommendations to Improve the Situation:	15%
Strength of the Research Approach and Supporting Material	20%
Presentation, Spelling, Grammar, Structure, Referencing:	10%

Submission Instructions

Please **submit** the assignment by **email** with an **attachment** either as MS Word or Adobe PDF document (and please don't inhibit comments if you use the PDF security feature).

The **Naming Convention** for the file attachment and email subject line is:

OA_FirstName_LastName.

Please adhere to it – it speeds up the turnaround and avoids mis-allocations;

and:

Please use the standard layout, i.e. **1.5-line-spacing** with **12 point Times New Roman** font on **A4 paper**. Please **provide a coversheet and on each page a header/footer with your name and the page number in the format “Page x of xx”**.

Lastly: submit **not later than 10:00hrs** on **Monday, 31 October 2011** – see the **Penalties clause below**.

Grading standards

The following letter grades and number grade equivalents will be used to mark assignments:

Grade ranges and indicative characterisations:

<i>Grade</i>	<i>Normal range</i>	<i>Midpoint</i>	<i>Indicative characterisation</i>
A+	85%–100%	92.5	excellent performance in all respects
A	80%–84%	82	excellent performance in almost all respects
A-	75%–79%	77	very good, some aspects excellent but others not
B+	70%–74%	72	
B	65%–69%	67	good performance overall
B-	60%–64%	62	
C+	55%–59%	57	work satisfactory overall, strengths outweigh weaknesses
C	50%–54%	52	
D	40%–49%	45	poor performance overall, weaknesses outweigh strengths
E	0–39%	20	well below the standard required

Source: Victoria University of Wellington, *Assessment Handbook, February 2009*, p27

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. The **penalty is 10% of the report's grade per day** (or part thereof) late. Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement, unavoidable business requirements) may lead to a waiver of this penalty but need to be discussed with the paper coordinator as soon as possible.

Word limits should 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**¹ will be applied.

Mandatory Course Requirements

There are no mandatory course requirements.

Class Representative

A class representative will be elected in the first class, and 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 will be disseminated through one or all of the following media:

- Announcement in Class;
- Display on Blackboard;
- Email to all/selected students

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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy, except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

¹ Example: All assignments have a word limit of 2,000 words. Accordingly, an assignment with 2,200 words would incur a penalty of 10% of the mark awarded.

**AVC (Academic) Website: information including: Conduct, Academic Grievances,
Students with Impairments, Student Support**
http://www.victoria.ac.nz/home/about_victoria/avcademic/Publications.aspx

Faculty of Commerce and Administration Offices
<http://www.victoria.ac.nz/fca/studenthelp/>

**Te Pūtahi Atawhai
Maori and Pacific Mentoring Programme**
http://www.victoria.ac.nz/st_services/tpa/index.aspx