

School of Management

MMBA507 INFORMATION SYSTEMS FOR MANAGERS

Trimester 1, 2014

COURSE OUTLINE

Names and Contact Details

Course Co-ordinator

Name Prof Benoit A. Aubert
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Trimester Dates

Teaching Period: Monday 3rd March – Friday 6th June

Study Period: Monday 9th June – Thursday 12th June

Examination Period: Friday 13th June – Wednesday 2nd July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 14th March 2014.
2. The standard last date for withdrawal from this course is Friday 16th May. 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

Lectures are held on **Wednesdays from 19:40 to 21:30 in Government Buildings, Lecture Theatre 4, GBLT4**

Course Delivery

The course will be delivered in class sessions with case discussions and lectures.

Group Work

Collaboration on assignments is not allowed beyond general discussion as to how one might interpret the nature of assignment questions. Please do not formulate shared responses to questions and do not loan out completed assignments or borrow them. VUW takes plagiarism seriously and electronic checks such as turnitin.com may be used to monitor across a class and against previous year's classes for rote copying.

Expected Workload

A total of 150 hours of work is expected from students in this course. That consists of approximately 24 hours of classes, approximately eight hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 30 hours revising during the mid-trimester break and study week.

Prescription

An introduction to information systems with an emphasis on understanding how computers can be used effectively in organisations. The course explores information technology, the organisational implications of technology, and the management of information systems.

Introduction

Within the last few decades information technology (IT) and information systems (IS) have had an enormous impact on organizations and their ability to gain and maintain a competitive advantage. Managers are expected to be able to contribute in an informed manner to information systems decisions affecting their area. Information technology has become an important change lever for reinventing the structure, operation and management of organizations. Managers must be able to integrate IT into their management plan. The questions that must be answered to leverage systems cannot be left to IT staff. While IT staff will contribute to the decision process, managers need to be responsible for IT strategic decisions.

This course provides an introduction to information systems. It is designed to improve the students' understanding of information technology, its role in sustainable organizational performance, and the many managerial issues that surround its adoption and use. The students will understand the relationship between the technology, the organisation structure, and the business models currently used.

No prior in-depth knowledge of information technology is presumed and while the course will examine some technologies, the emphasis will be on how these are implemented and used to meet organizational goals.

Course Content

The course content is given below:

Session dates, titles and required reading.

1. Introduction: IT and the Firm (5/3/2014)

Aubert, B., Reich, B., Extracting Value from Information Technologies, Burgundy reports (CIRANO) 2009RB-04 (www.cirano.qc.ca/pdf/publication/2009RB-04.pdf)

Part 1 – Transforming organisations

2. E-business and new business models (12/3/2014)

CASE: Wang, Zhongxian, et al. "An E-Titan's Evolving Strategy and Business Model: Striving for Success in Challenging Times." *Journal of Cases on Information Technology (JCIT)* 12.2 (2010): 49-61.

Teece, David J. "Business models, business strategy and innovation." *Long range planning* 43.2 (2010): 172-194.

Background material : Aubert, B.A., Cohendet, P., Le Roux, R., Montreuil, B., Peccatte, C., Rougès, J. –F., Understanding Innovation Associated with Information and Communication Technology, Center for Productivity and Prosperity, 2011, 26 pages.

3. IT infrastructure choices (19/3/2014)

CASE: Eierman, Michael A., and Jakob H. Iversen. "When IT slows down the pace of change: Upgrading business systems at Braebill Company." *Journal of Cases on Information Technology (JCIT)* 11.2 (2009): 22-41.

Ross, Jeanne W., and Peter Weill. "A matrixed approach to designing it governance." *MIT Sloan Management Review* 46.2 (2005): 26-34.

4. Cloud provision of IT services (26/3/2014)

CASE: Levine, Keith, and Bruce A. White. "A Crisis at Hafford Furniture: Cloud Computing Case Study." *Cases on Emerging Information Technology Research and Applications* (2013): 70.

Armbrust, Michael, et al. "A view of cloud computing." *Communications of the ACM* 53.4 (2010): 50-58.

Grossman, R. L. (2009). The case for cloud computing. *IT professional*, 11(2), 23-27.

5. Analytics and Data mining (2/4/2014)

CASE: Hervás, M. A., Rodon, J., Planell, M., & Sala, X. (2011). From theme park to resort: customer information management at Port Aventura. *Journal of Information Technology Teaching Cases*, 1(2), 71-78.

(2010). «Data, data everywhere», *The Economist*, vol. 394, no. 8671, 3-5p

LaValle, Steve, et al. "Big data, analytics and the path from insights to value." *MIT Sloan Management Review* 52.2 (2011): 21-31.

Hassanzadeh, Oktie, et al. "Next generation data analytics at IBM research." *Proceedings of the VLDB Endowment* 6.11 (2013): 1174-1175.

6. Outsourcing and Offshoring (9/4/2014)

CASE: Jaiswal, V., & Levina, N. (2012). J-TRADING: full circle outsourcing. *Journal of Information Technology Teaching Cases*, 2(2), 61-70.

Aubert, B.A., Houde, J.F., Patry, M., Rivard, S., 2012. A Multilevel Analysis of Information Technology Outsourcing, *Journal of Strategic Information System*, 21 (3), 233-244.

Aubert, B.A Patry, M., Rivard, S., 2003. A Tale of Two Contracts, An Agency-Theoretical Perspective, *Wirtschaftsinformatik*, (45) 2, 181-190.

Part 2 - Managing information resources

7. Reputation of the firm and Social media (16/4/2014)

CASE: Nestlé (will be provided on Blackboard)

Kietzmann, Jan H., et al. "Social media? Get serious! Understanding the functional building blocks of social media." *Business Horizons* 54.3 (2011): 241-251.

Lange, D., Lee, P. M., & Dai, Y. (2011). Organizational reputation: a review. *Journal of Management*, 37(1), 153-184.

8. The use of social network for public purposes (7/5/2014)

CASE: Freeman, Mark. "Fire, wind and water: Social networks in natural disasters." *Journal of Cases on Information Technology (JCIT)* 13.2 (2011): 69-79.

Shirky, Clay. "Political Power of Social Media-Technology, the Public Sphere Sphere, and Political Change," *Foreign Aff.* 90 (2011): 28.

Hughes, Amanda L., and Leysia Palen. "The Evolving Role of the Public Information Officer: An Examination of Social Media in Emergency Management." *Journal of Homeland Security and Emergency Management* 9.1 (2012).

9. Ethical use of IT resources (14/5/2014)

CASE: Johnson, Mark A., and Gundars E. Kaupins. "Caught in the Act: Visiting Illicit Web Sites While on the Job." *Journal of Case Studies* 30.1 (2012): 120-128.

Peterson, Dane K. "Computer ethics: the influence of guidelines and universal moral beliefs." *Information Technology & People* 15.4 (2002): 346-361.

Miller, Keith W., Jeffrey Voas, and George F. Hurlburt. "BYOD: Security and privacy considerations." *IT Professional* 14.5 (2012): 53-55.

Part 3 - Understanding IT projects

10. Managing large projects (21/5/2014)

CASE: Olszewski, Leah, and Stephen C. Wingreen. "The FBI Sentinel Project." *Journal of Cases on Information Technology* 13.3 (2011): 84-102.

Aubert, Benoit A., et al. "A multi-level, multi-theory perspective of information technology implementation." *Information Systems Journal* 18.1 (2008): 45-72.

11. Transforming the organization (28/5/2014)

CASE: Aubert, B.A., Bourdeau, S., Walker, B. 2012. Successfully Navigating the Turbulent Skies of a Large-Scale ERP Implementation, *International Journal of Case Studies*, 10 (1) 29 pages.

Seddon, P. B., Calvert, C., & Yang, S. (2010). A multi-project model of key factors affecting organizational benefits from enterprise systems. *MIS Quarterly*, 34(2), 305-328.

12. Resistance and Implementation (4/6/2014)

CASE: Stuart, Lindsay H., Ulrich Remus, and Annette M. Mills. "Breaking the Ice: Organizational Culture and." *Cases on Emerging Information Technology Research and Applications* (2013): 1.

Lapointe, L., & Rivard, S. (2005). A multilevel model of resistance to information technology implementation. *Mis Quarterly*, 461-491.

Course Learning Objectives

At the end of this course students should be able to:

1. Appropriately use analytic concepts from the information systems literature in the analysis of business and information systems issues. (All assessments)
[Contributes to MBA LG1, LG2(a)]
2. Identify and explain the role of information technology and systems in organisations, articulate any problems, and suggest potential improvements. (All assessments)
[Contributes to MBA LG1, LG2(a), LG4, LG5(a) and LG6.]
3. Write a coherent and focussed business report using professional style, structure and language. (All Assessments)
[Contributes to MBA LG3, LG5.]

MBA Learning Goals and Objectives

<i>Learning Goals</i>	<i>Learning Objectives</i>
LG1 Creative Thinking Our graduates will be innovative and creative thinkers	(a) graduates will display innovative and entrepreneurial thinking (b) graduates will display creative thinking when proposing solutions to real business issues/problems
LG2 Critical Thinking Our graduates will apply critical and analytical thinking skills to business problems	(a) graduates will appraise and compare business problems using a case- and real-world scenarios (b) graduates will support business decisions using appropriate quantitative and qualitative techniques
LG3 Communication Our graduates will be effective communicators	(a) graduates will convey key business concepts concisely in an appropriate written format (b) graduates will display articulate oral communication skills (c) graduates will be able to present their points of view in class to effectively present business information
LG4 Global Perspective Our graduates will have a global perspective	(a) graduates will extend their knowledge of local and national business environments and construct business strategies from a global perspective
LG5 Leadership Our graduates will recognise, support and display leadership	(a) graduates will recognise, support and display leadership in group settings (b) graduates will recognise ethical dilemmas in business and diagnose appropriate courses of action
LG6 Management-specific skills Our graduates will acquire, integrate and utilise advanced knowledge of organisations, management and the business environment	(a) graduates will display a holistic appreciation of interrelationships and interdependencies of managerial and organisational functions

Readings

There is no required textbook in this course. Readings are supplied on Blackboard. Readings for the first half of the course will be uploaded before the first lecture. The remainder will be uploaded in the last lecture before the Mid-trimester break. In addition relevant articles, cases and other material will/may be supplied to the class throughout the course.

Assessment

Assessment Requirements

There will be three different assessments:

<i>Assessment</i>	<i>Weight</i>	<i>Type</i>	<i>Date</i>
Case analysis 1	20%	Individual assessment	Before 9/4/2014 17h40:00

Case analysis 2	20%		Before 14/5/2014 17h40:00
Case analysis 3	20%		Before 4/6/2014 17h40:00
Final examination	40%	Individual	TBA

Case Analysis

Three individual case analysis have to be completed during the semester. The student decides on which week the analysis will be handed-in, as long as there is one completed for each part of the course.

The analysis has to be on the case discussed on the week it is submitted. The analysis has to use the material provided in the reading list.

The case analysis seeks to explain a situation or provide guidelines for actions using the theory. These assignments demand the production of original knowledge. Summarizing concepts covered in the paper or summarizing the case is not acceptable and will be given a score of zero.

Submissions can only be done electronically, using Blackboard.

Submissions have to be uploaded on Blackboard before the beginning of class, the week the case is discussed. No late assignment will be accepted and no extension will be given.

Each case analysis cannot be longer than 2000 words. Only the first 2000 words will be considered for marking.

All submissions have to be uploaded in a Word compatible format (.doc .docx .rtf)

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
	C-	50%-54%	Adequate evidence of learning
Fail	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

Penalties

In fairness to other students, work submitted after the deadline will not be accepted and a “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss arrangements with the Course Coordinator.

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.

Examinations (40%)

(Addresses course learning objectives 1, 2, 3)

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

An open-book 2-hour final examination for this course will be scheduled at some time during the Examination Period, i.e. between Friday 14 June and Wednesday 3 July 2013. Detailed modalities will be communicated during the semester. In accordance with Victoria MBA programme policy, students must obtain a minimum of 40% of the marks available for the final examination in order to pass the course.

Expectations and Mandatory Course Requirements

Students are expected to attend all lectures, read assigned material and contribute to class discussions. To meet mandatory requirements students have to:

- i) Submit **all** assignments **by the due dates**
- ii) Obtain **at least 40%** (out of 100% or 16/40) in the exam.

Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including any final examination. (See section 2 of the Assessment Handbook).

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 - Blackboard

Additional information or information on changes will be announced in class, posted on Blackboard and/or e-mailed to students, depending on the situation. It is imperative that students monitor Blackboard regularly as well as their student e-mail accounts.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

Link to general information

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Student

Please note that 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.
