VICTORIA
UNIVERSITY OF WELLINGTON

School of Information Management

INFO405
IT AND THE NEW ORGANISATION

Trimester 2, 2015

COURSE OUTLINE

Names and Contact Details
Course Coordinator:
     Dr Allan Sylvester
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     Phone: 463 6813
     allan.sylvester@vuw.ac.nz (Preferred)
     Office hours: See Blackboard.

Trimester Dates
From Monday 13th July to 16th October

Withdrawal from Course
1. Your fees will be refunded if you withdraw from this course on or before Friday 24th July 2015.

2. The standard last date for withdrawal from this course is Friday 25th September. 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'* form including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or online.

Class Times and Room Numbers
When: Tuesday 9:30-12:20
Where: RWW126

Note: Weeks 7,8,9 classes will be in WR10/201 on **Kelburn campus** to enable us to use the collaboration technologies.

Course Delivery
This course is delivered through face-to-face post-graduate interactive seminars scaffolded by a combination of individual directed study and self-directed inquiry tasks.
Scholars in this course are expected to have read the material carefully and come to class ready to discuss the material and the context it is situated in. The discussion will be centred on the clarification of the concepts and their application to real-world applications.

Group collaboration work

At least one of the four 15% papers task in this course will involve collaboration with other scholars either in your own group or at another university. More details about this will be discussed in the initial seminar.

Expected Workload

Students are expected to work on average 150 hours for this course. The following breakdown reflects the course structure:
- Attending lectures and test: 36 hours
- Preparing for lectures (reading the material and preparing notes): 64 hours
- Writing assignments (4): 40 hours
- Studying for term test: 10 hours

Prescription

Information technology assumes new and even greater importance as organisations de-layer, downsize, re-engineer, focus on their core competencies, and outsource some of their components. Widespread adoption of team structures internally, and new inter-organisational relationships externally, create even greater challenges for the effective application of information technology within and across firms. This course examines the role and function of IT within the context of such new organisational arrangements.

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). LG2
2. Understand the relationship between innovation, organizational structure and information technology (2, 9, 10). LG1
3. Better understand the key technologies changing the current business structures (2, 3, 6). LG3
4. Understand how information technology can be used to transform the organizations and their competitive environment (4, 5). LG3
5. Understand how to apply tools, IT, and governance modes in order to change the organization (7, 8). LG2
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). LG2, LG3
7. Understand the trade-offs between various management options (10). LG2
8. Write concise analysis documents in a structured manner (3, 5, 8, 10). LG4

Course Content

Wk	Date	Topic/ Required minimum reading Additional guided materials and readings will be made available through Blackboard. This is a minimum list only; you should supplement this list with your personal inquiry. Note. These readings are subject to change as the class dynamic develops.
1	14/7	**IT and the New Economy** Roberts, J. (2009). The global knowledge economy in question, Critical Perspectives on International Business, 5(4) 285-303.
2	21/7	**The Organization Puzzle – Changing the 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 • Historical Case: Oticon, pp. 165-193
3	28/7	**Understanding and leveraging information technology** 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
4	4/8	**Organization Redesign – Going Global** Aubert, B., 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.
5	11/8	**IT and New Org. Structures – External Boundaries** Case: 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
6	18/8	**The Reputation of the Firm and its Network** Lange, D., Lee, P. M., & Dai, Y. (2011). Organizational reputation: a review. Journal of Management, 37(1), 153-184.
7	8/9	**Expanding the organization toward the individuals using IT** Case: Freeman, M., 2011. Fire, wind and water: social networks in natural disasters, Journal of Cases on Information Technology. 13(2), 69-79.
8	15/9	**Service logic and innovations** **Activity with UNY-Buffalo**
9	22/9	**Service blueprinting** **Activity with UNY-Buffalo**
10	29/9	**External boundaries of the firm: Offshoring and outsourcing** Alan S. Blinder (2006) Foreign Affairs. Offshoring: The Next Industrial Revolution? (85:2) 113-118. Aubert, B., Rivard, S., Templier, M., 2011. Information Technology and Distance-induced Effort to Manage Offshore Activities, IEEE Transactions on Engineering Management, 58 (4), 758-771.

11	6/10	**IT and the structure of public services** Millard, J., 2011. Are You Being Served? Transforming E-Government through Service Personalisation, International Journal of Electronic Government Research, 7(4), 1-18. Stamati, T., Karantjias, A. 2011. Inter-Sector Practices Reform for e-Government Integration Efficacy, Journal of Cases on Information Technology, 13(3).
12	13/10	**Implications for the workforce/Managing the IT Department** 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. Tamim,Haitham, Croteau, Anne-Marie, Aubert, Benoit, An Empirical Investigation of Information Systems Departments' Configurations, International Conference on Information Systems (ICIS), Orlando, USA, December 2012 ICIS-0224-2012.

Readings
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.   A class set of 11 concurrent e-text licenses has been arranged for this course. Details of how to access this will be discussed in the first seminar.

Required Case for team project activity with UNY-Buffalo: Mattel's Long Hot Summer. Available from Harvard Business Review Publishing for $8.95 USD.
https://hbr.org/product/mattel-s-long-hot-summer/308129-PDF-ENG

Readings: The minimum weekly readings are outlined in the course content table above and linked along with additional material such as teaching case made available on Blackboard. 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
The Assessment Handbook will apply to all VUW courses: see
http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf.

Assessment item	Length	Due	Objectives	Percentage
Individual paper 1	1000 words	30th July	1,2,5,7,8	25%
Individual paper 2	1000 words	13th August	1,2,5,7,8	25%
Reflective journal	1000 words	16th October	3,4,5,8	20%
Team report (20%) and presentation (10%)	2000 words	9th October (Report) 13th October (Present)	All	30%

If you cannot complete an assignment or sit a test or examination, refer to
www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Penalties

- The penalties for late submission of work without a prior extension arrangement are a reduction of **20% of the available marks per calendar day late beginning from the due date/time**. For example; an assignment handed in a day late can only achieve 80% of the available marks, maximum and so on for each subsequent day, so at 5 days late there are no possible marks left for the assignment.
- **Conflicting workload is not a reason** for giving extensions, the assignment topics are given out early and there is plenty of opportunity to get started.
- For work that exceeds the word limits (typically, **a tolerance of 10% is acceptable**) material will only be assessed up to the word limit and extra material will be ignored.
- **Papers are marked with letter grades**. The midpoint value of that grade (as defined in the assessment handbook) is then used for overall grading.

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 submitted to Turnitin. A copy of submitted materials will be retained 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.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made 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 and the weekly seminar will be the dominant communications channels. Personal email and text messaging may be used to a limited extent.

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 Students

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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