School of Information Management

INFO405 IT AND THE NEW ORGANISATION

Trimester 2, 2016

COURSE OUTLINE

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:
1. Describe and understand the context in which organizations operate.
2. Understand the relationship between innovation, organizational structure and information technology.
3. Better understand the key technologies changing the current business structures.
4. Understand how information technology can be used to transform the organizations and their competitive environment.
5. Understand how to apply tools, IT, and governance modes in order to change the organization.
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.
7. Understand the trade-offs between various management options.
8. Write concise analysis documents in a structured manner.

Course Content

Wk	Date	Topic/ Required minimum reading Additional guided materials and readings will be made available through Blackboard. This is a *preliminary* list only; you should supplement this list with your personal inquiry. Note. These readings are subject to change as the class dynamic develops.
1	14/07	**Course Introduction; Organizational Strategy Maps (SM); Information Capital Alignment (ICA)** Kaplan, R. S. and Norton, D. P. (2004) *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*; Harvard Business School Press, 2004. (Chapter 1, 2 & 9)
2	21/07	**Hands-on Work on SM and ICA for Meru Cabs** "Meru Cabs - A Spectacular Growth Story," Indian School of Business Case ISB021, November 25, 2013.
3	28/07	**Service Logic Innovations (SLI)** Michel, S., Brown, S. W. and Gallan, A. S. (2008), "Service-Logic Innovations: How to Innovate Customers, not Products," *California Management Review*, 50 (3), pp. 54-66
4	04/08	**Hands-on Work on SLI for Meru Cabs** "Meru Cabs - A Spectacular Growth Story," Indian School of Business Case ISB021, November 25, 2013.
5	11/08	**Services Blueprinting (SB)** Bitner, M. J., Ostrom, A. L. and Morgan, F. N. (2008) "Service Blueprinting: A Practical Technique for Service Innovation," *California Management Review*, vol. 50, no. 3, pp. 66-94.
6	18/08	**Hands-on Work on SB for Meru Cabs** "Meru Cabs - A Spectacular Growth Story," Indian School of Business Case ISB021, November 25, 2013.
		MID TRIMESTER BREAK
7	08/09	**Organization Redesign** Lindsay C, Commander J, Findlay P, Bennie M, Dunlop Corcoran E, Van Der Meer R. (2014) 'Lean', new technologies and employment in public health services: employees' experiences in the National Health Service. *International Journal Of Human Resource Management*, 25(21), 2941-2956
8	15/09	**External boundaries of the firm: Offshoring and outsourcing** Beerepoot, N. & Roodheuvel, I. (2016) Internationalization strategies of emerging market-based multinationals: integration of Indian ICT-ITES companies on the Dutch service outsourcing market, *European Planning Studies*, 24(7), 1374-1391.
9	22/08	**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.
10	29/09	**Expanding the organization toward the individual 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.
11	06/10	**Public services and e-engagement/e-participation** Sivarajah, U. Weerakkody, V. Waller, P. Lee, H. Irani, Z. Choi, Y. Morgan R. & Glikman, Y. (2016) The role of e-participation and open data in evidence-based policy decision making in local government, *Journal of Organizational Computing and Electronic Commerce*, 26(1-2), 64-79,
12	13/10	**Implications for workforce management** 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.

Trimester Dates
From Monday 11th July to 3rd November 2016.

Withdrawal from Course
1. Your fees will be refunded if you withdraw from this course on or before Friday 22nd July 2016.
2. The standard last date for withdrawal from this course is Friday 23rd September 2016. 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 or online.

Names and Contact Details

	Staff	Contact Details	Room	Office Hours
Coordinator & Lecturer	Anne Goulding	anne.goulding@vuw.ac.nz Tel 463-5887	RH510	By appointment
Lecturer	Rajiv Kishore	rkishore@buffalo.edu	RH527	By appointment

Class Times and Room Numbers
When: Thursday 13.40 – 16.30 Railway West Wing
Where: RWW221

Course Delivery
This class primarily utilizes a seminar format which utilizes student presentations, class discussion, and problem-solving as the primary means for student learning and knowledge assimilation. We will spend a good amount of class time on these activities to convey and reinforce important concepts, methods and techniques related to the topic of this course. To make this class format work effectively, it is your responsibility to come prepared to the class so that you can meaningfully present and discus your viewpoint when called upon to do so, or solve assigned problems concerning the topics on schedule for the day. You are, therefore, expected to read the assigned material such as articles, chapters and cases carefully prior to each class session.

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 electronically through the Library.

The following resources will support work in class and for the joint project with SUNY-Buffalo:
*   "Meru Cabs - A Spectacular Growth Story," Indian School of Business Case ISB021, November 25, 2013.
*   "Mattel's Long Hot Summer," Harvard Business School Case # 9-308-129.

You are expected to make extensive use of the University Library print and electronic media and limited use of Internet resources to support your learning and complete your assignments.

Expected Workload
Students are expected to work on average 150 hours for this course. The following breakdown reflects the course structure:
*   Attending classes: 36 hours
*   Preparing for lectures and seminars (reading the material and preparing notes): 48 hours
*   Group work for team project: 24 hours
*   Writing assignments: 42 hours

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	Due	Objectives	Percentage
Chapter/article presentation	Weeks 1-6 depending on allocation of chapters/articles	2, 3, 4, 8	15%
Case solution presentation	Weeks 1-6 depending on allocation of cases	1, 2, 3, 4, 7, 8	20%
Semester-long team project with SUNY Buffalo teams - team report	13th October	All	15%
Seminar paper report	3rd November	1, 2, 4, 5, 7, 8	30%
Seminar paper presentation (50%) and leadership (50%)	Weeks 6-12 depending on allocation of topics	2, 7	20%

Group work and group assessment
The first 3 assessment items involve group work with other scholars either in your own group or at another university. This does not contribute more than 50% towards your final grade, as per the University's Assessment Handbook (para 2.2.1 section b). The third assessment item is a group assignment – all group members will be assigned the same mark. This does not exceed 15% of the final course grade as per the University's Assessment Handbook (para 2.2.1 section c). Each team will submit one joint deliverable; all group members will receive the same mark. You will need to devote 2 hours per week on average over the 12 teaching weeks to group work outside class.

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

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.

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

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

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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