School of Information Management
INFO 405
IT AND THE NEW ORGANISATION
Trimester Two 2013

COURSE OUTLINE

Contact Details
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Office hours       meetings by appointment

Trimester Dates
Monday 15 July – Friday 18 October

Withdrawal from Courses:
1. Your fees will be refunded if you withdraw from this course on or before 26 July 2013.

2. The standard last date for withdrawal from this course is 27 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’ including supporting documentation

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

Class Times and Room Numbers
Class dates        19 July – 23 August and 13 September - 18 October 2012
Class time        9.30am-12.20am
Venue             Railway RWW 128
Tutorials        None

Course Content
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). 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 Delivery

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

Classes will be delivered in an interactive, seminar style. Students will be required to do preparatory work for each class and participate in class discussions and presentations.

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 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.
Group Work
There will be no group work although students will often be required to discuss topics or work in groups.

Readings
There is no textbook for this course but students are expected to download the following readings and prepare them for class discussion on a weekly basis.

Course Content/Readings

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<tr>
<th>Wk</th>
<th>Date</th>
<th>Topic/Reading</th>
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<tbody>
<tr>
<td>1</td>
<td>19/7</td>
<td>IT and the New Economy</td>
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<td>2</td>
<td>26/7</td>
<td>The Organization Puzzle – Changing the Internal Organization</td>
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<td></td>
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<td>• Structure, pp. 58-92</td>
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<td>• Historical Case: Oticon, pp. 165-193</td>
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<td>3</td>
<td>2/8</td>
<td>Understanding and leveraging information technology</td>
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<td><a href="http://www.youtube.com/watch?v=9_YY6z--rs&amp;feature=related">http://www.youtube.com/watch?v=9_YY6z--rs&amp;feature=related</a></td>
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<td>Historical case: The Titanic</td>
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<tr>
<td>Page</td>
<td>Date</td>
<td>Section</td>
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| 4    | 9/8  | 4       | Organization Redesign – Going Global  
| 5    | 16/8 | 5       | IT and New Org. Structures – External Boundaries  
Case: Airlines |
| 6    | 23/8 | 6       | Expanding the organization toward the individuals using IT  
Case: TBD |
| 7    | 13/9 | 7       | The Reputation of the Firm and its Network  
Case: Maple Leaf Foods |
| 8    | 20/9 | 8       | Exploring external boundaries: IT Outsourcing  
Case: J-Trading |
Although we intend to follow the schedule as closely as possible, variations may be necessary. Any changes will be communicated via the normal channels.

**Materials and Equipment**


**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**

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<th>Due Date</th>
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<tr>
<td>Individual papers (4) 15% each</td>
<td>60% 2/8, 16/8, 20/9 and 4/10</td>
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<tr>
<td>End term test</td>
<td>40% 18/10</td>
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<td>Total</td>
<td>100%</td>
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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. 1000 words/paper.

Examples:

- Find a case in real life, for example, in the newspaper or on a web site, and explain the situation using the concepts introduced in class
- Take two concepts introduced in class and integrate them to create a new theoretical model and explain what types of real-life situation this model would be able to explain
- Take two concepts introduced in class and contrast them to show under which circumstances each one would be suitable to explain real-life situations

These assignments demand the production of original knowledge. Summarizing concepts covered in class is not acceptable and will be given a score of zero.

It is mandatory to validate the choice of topic (case/real-life situation and structure of the paper) for the assignment with the instructor. It is highly recommended to submit a full draft for comments before the due date.

Assignments are to be submitted by e-mail by 9:30:00am on the due date. No hard copy will be considered.

If student wish, one of the assignment can be replaced by a presentation done in class. Details of the presentation format are available on demand.

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.

Quality Assurance Note

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.

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 blackboard. 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 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

**Student feedback**

Student feedback on University courses may be found at:

www.cad.vuw.ac.nz/feedback/feedback_display.php

General University Policies and Statutes

**Link to general information**

For general information about course-related matters, go to

http://www.victoria.ac.nz/vbs/studenthelp/general-course-information