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School of Information Management

## **BBIS401 CASE STUDIES IN INFORMATION TECHNOLOGY**

Trimester 1, 2013

### **COURSE OUTLINE**

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#### **Name and Contact Details**

*Paper Coordinator:*

**Name: Hans Lehmann**

**Room: RH424, Rutherford House**

**Tel. 463 5879**

**Email: *Hans.Lehmann@vuw.ac.nz***

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#### **Trimester Dates**

**Teaching Period:** Monday 4 March 2013 – Friday 7 June 2013

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#### **Withdrawal from Courses:**

1. Your fees will be refunded if you withdraw from this course on or before Friday 15 March 2013.
2. The standard last date for withdrawal from this course is Friday 17 May 2013.
3. 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

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#### **Class Times and Room Numbers**

**Lectures: Wednesdays, commencing 6 March 2013**

**Times: Wednesdays 09:30 to 11:20**

**Venue: Wednesdays in RWW220**

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**Course Content**


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The table below sets out the [session topics](#).

<i>Week</i>	<i>Lecture Date</i>	<i>Lecture Topic</i>
1	6 March 2013	Introduction: <b>Why bother with 401?</b>
2	13 March 2013	<a href="#">Creating and Implementing Information Systems</a> <b>Case 1:</b> Australasian Produce Co-Operative
3	20 March 2013	<a href="#">Management of Change in Organisations</a> <b>Case 2:</b> Mellon Investor Services
4	27 March 2013	<a href="#">Business Process re-Engineering</a> <b>Case 3:</b> Charles Schwab Corporation
	<i>3 April 2013</i>	<i>No Lecture: Easter Break</i>
5	10 April 2013	<a href="#">Strategic Use of Information Technology</a> <b>Case 4:</b> Land's End
6	17 April 2013	<b>Cases 1 to 4 and their Topic Theories:</b> <a href="#">Questions and Answers</a>
	<i>24 April 2013</i>	<i>No Lecture: Mid-Term Break</i>
7	1 May 2013	<a href="#">Enterprise Resource Planning</a> <b>Case 5:</b> Cisco - ERP and Web-Enabled IT
8	8 May 2013	<a href="#">Knowledge Management</a> <b>Case 6:</b> NASA & Jet Propulsion Lab
9	15 May 2013	<a href="#">Electronic Business</a> <b>Case 7:</b> Amazon.com
10	22 May 2013	<a href="#">Mobile &amp; Wireless technology</a> <b>Case 8:</b> WWW - Who Will Win Wireless
11	29 May 2013	<b>Summary of all Cases and their Topic Theories:</b> <a href="#">Questions and Answers</a>
12	5 June 2013	Discussion and Q & A of your <b>Individual Learning</b>

*NB.: The sequence of topics may have to be changed – changes to the lecture schedule will be announced in class and published on Blackboard.*

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**Course Learning Objectives**


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The course aims

- To provide an understanding of the role of information technology in organisations – business and other;
- To provide an understanding of the influence that organisational and other factors have on the use and utility of information technology applications;
- To anchor this understanding in the main contexts, disciplines and technology areas that are pertinent to information technology projects and operations.

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

1. Appropriately use analytic tools from the information systems literature in the analysis of business and information systems cases. (All assessments)  
[Contributes to Information Systems Major Attributes 1, 2, & 3.]

2. Identify and explain the role of information technology and systems in organisations, articulate any problems, and suggest potential improvements. (All assessments) [Contributes to Information Systems Major Attributes 4, 6 & 7.]
3. Write a coherent and focussed business report using professional style, structure and language. (All Assessments) [Contributes to Information Systems Major Attribute 5.]

### **Information Systems Major Attributes**

Upon graduation Information Systems Majors will be able to:

M1 Understand and manage the interplay between people, technologies and organizations that underlies information systems

M2 Demonstrate a sound understanding of IT and related organisational processes

M3 Analyse, design, develop, test, implement, and maintain information, strategies, systems, processes and applications for organisations

M4 Exploit opportunities created by technology innovations

M5 Communicate the technical and managerial aspects of information systems

M6 Understand, manage and control IT risks and security

M7 Explain the impact of IT on either social, economic, legal or ethical issues in organisations and society.

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### **Course Delivery**

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There is only a small element of traditional, up-front academic lectures in this course – the learning is achieved through students’ active participation in the analysis of practice oriented cases histories. The weekly lecture is usually split into two parts:

**Part 1;** This is the analysis of a classic, real-life case study from which we draw lessons – with student participation in the discussion providing the main educational value. For this reason preparation of the case to be discussed is absolutely essential. Therefore the weekly case analysis assignment, together with the quality of the contribution in class, forms the major part of the assessment in this course;

**Part 2** is a mixture of questions & answers, discussion and presentation, designed to provide some background (theoretical/conceptual and/or practical) to the case discussion the following week. The readings recommended for these sessions are essential for those that do not have prior knowledge of the topic.

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### **Expected Workload**

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To succeed in this paper requires continuous substantial effort. For each week of the course participants should plan to spend at least:

- Two hours in class
- Three hours reading, understanding, and internalising the assigned readings
- Four hours reading, analysing and internalising the case to be discussed in class and completing the Weekly Case Analysis.
- An additional hour will need to be allocated to keeping the weekly Learning Log in preparation for the summary in the Learning Journal , due at end-of-term.

While times required by individuals will vary, a student in this course should, therefore, expect to spend, on average 10 hours for every week of class.

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## Readings

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There is **no** required textbook for this course. The details of compulsory cases and recommended preparatory readings are contained in Appendix A.

There are a number of different ways of obtaining the readings:

- A number of readings will be **available on Blackboard** for local download;
- The articles of recommended preparatory reading may be **obtained from the library** or **purchased online** from the publishers' web-sites, i.e. Sloan Management School at the Massachusetts Institute of Technology (MIT) and Harvard Business School (HBS);
- HBS Case Studies and HBS Notes may be **purchased/downloaded individually** from Harvard Business School On-line (at USD6.95 each, credit card required); alternatively,
- HBS Case Studies and HBS Notes may be bought as **one collective volume of Student Notes**; at NZD 24.10 they not only work out noticeably cheaper but are also more convenient than individual downloads (see Appendix A for what is in the Student Notes).

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## Materials and Equipment

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No special materials or equipment are required for this course.

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## Assessment Requirements

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This course is assessed entirely on course work. There is no mid-term or final examination. The following table provides a summary of the assessment elements that apply to this course. Full details of the assessments and their marking criteria will be introduced/discussed in the first session and subsequently published on Blackboard.

<i>Assessment</i>	<i>Mark %</i>	<i>Description</i>	<i>Learning Objective</i>
<b>1. Weekly Case Analysis</b> 8% for each of 8 case evaluations (Weeks 2 to 4, 5 and 6 and 7 to 10)	64%	Analysis of each week's assigned case study. <b>Page limit<sup>(*)</sup>: 2 pages</b> <u>Due</u> each Wednesday at the start of class (9:30 am) <b><u>in paper copy</u></b>	1,2,3
<b>2. Quality of Participation in Class Discussion</b>	20%	Assesses the quality of participation in discussion over all class sessions in the course. <b>This implies attendance (5%), preparedness (10%), and quality of your contribution.</b>	1, 2
<b>2. Learning Journal</b>	16%	A <u>summary</u> of your journal-recorded reflections on learning experiences and the insights you have gained. <b>Page limit<sup>(*)</sup>: not less than 6 pages, not more than 8 pages</b> <u>Due</u> Wednesday, 5 June 2013 (the last lecture of the term) <b><u>in paper copy</u></b>	1,2

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<sup>(\*)</sup> **Page limits** are based on single spacing, 2.54cm margins (top, bottom, left, and right), Times New Roman 12pt font, and one blank line between paragraphs.

Letter Grades will be used to mark all course work assignments. The percentage/grade equivalents for each course work element are weighted and accumulated to generate the final grade for the course. Grades, percentage equivalents and descriptions used are supplied in the table below:

<i>Grade</i>	<i>%Equivalent</i>	<i>Description</i>	<i>Extended Description</i>
A+	Over 84	Outstanding	Far exceeds requirements, flawless, creative
A	80-84	Excellent	Polished, original, demonstrating mastery
A-	75-79	Very Good	Some originality, exceeds all requirements
B+	70-74	Good	Exceeds requirements in some respects
B	65-69	Satisfactory	Fulfils requirements in general
B-	60-64	Acceptable	Only minor flaws. Unoriginal
C+	55-59	Pass	Mistakes, recapitulation of course material
C	50-54	Minimum pass	Serious mistakes or deficiencies
<b>D</b>	<b>40-49</b>	<b>Marginal Fail</b>	<b>Little understanding, insufficient performance</b>
<b>E</b>	<b>00-39</b>	<b>Fail</b>	<b>Below the minimum required</b>

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### Examinations

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The course is assessed entirely on course work. There is no mid-term or final examination.

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### Penalties

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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. In this course, in nearly all instances, the content of the course work deliverable will be relevant to the topic of the class following the deadline. For this reason the penalties are very stringent. They are:

- Weekly Case Analysis:
  - failure to hand in the paper copy before/at the beginning (i.e. before or at 8:30) of the lecture will receive a penalty of 10% of the marks;
  - N.B.: case analyses will **not** be accepted after 10:30, i.e. after the lecture; any later delivery will be considered a **non-submission** and will attract a mark of **0% (zero)**;
- Learning Journal Summary:
  - the penalty is 10% for each day after the deadline of 8:30 on Wednesday 6 June 2013;
  - N.B.: the assignment will **not** be accepted after 08:00 on Monday, 11 June; this will be considered a **non-submission** and will attract a mark of **0% (zero)**;

However: unusual or unforeseeable circumstances (e.g. serious illness, family bereavement, or other aegrotat requiring incidents) may lead to a waiver of these penalties but need to be discussed with the paper coordinator as soon as possible.

Furthermore, in conjunction with learning Objective 3/M5, there are also penalties for **excessive length of course work** deliverables. Page limits<sup>(\*)</sup> need to be adhered to. **Penalty percentages in proportion to the excess length will be applied.** For example, the page limit is 8 pages; an assignment with 10 pages would incur a penalty of 25%. This will be applied as

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<sup>(\*)</sup> **Page limits** are based on single spacing, 2.54cm margins (top, bottom, left, and right), Times New Roman 12pt font, and one blank line between paragraphs.

a multiplier of  $(1 - \text{Penalty}\%)$  to the grade percentage. For example, if the grade percentage before penalties was **82%** (grade **A**) and the penalty was 25% then the final percentage will be **82%** multiplied by **0.75** (i.e.  $1 - 0.25$ ) = **61.5%** and the final grade will reduce to **B-**.

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### **Mandatory Requirements**

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There are no mandatory requirements in this course.

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### **Class Representative**

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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.

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### **Communication of Additional Information**

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Additional information or information on changes will be conveyed to students by announcement in class, and/or on Blackboard, and/or by email to all class members.

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### **Link to General Information**

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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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**Appendix A: Schedule of required readings**

Week	Topic	Readings <sup>(*)</sup>
1	Introduction	Please study the <b>Course Outline</b> and prepare any questions you might have about the course and it's administration.
2	IS Creation	<b>BCS Report</b> ; please download from Blackboard (BB)
	<b>Case</b>	<b>Australasian Produce Co-Operative (BB)</b>
3	Change Management	1. "Harnessing the Science of Persuasion"; R.B. Cialdini, Harvard Business Review, October 2001 (BB) 2. 'Change Management 101 – A Primer'; Fred Nickols 2011 (BB)
	<b>Case</b>	<b>Mellon Investor Services; Harvard Business School Case 9-402-036</b>
4	Business Process Re-Engineering	1. 'Reengineering Work: Don't Automate, Obliterate'; Michael Hammer; <i>Harvard Business Review</i> , July-August 1990 (BB) 2. 'Reengineering a Business Process' Harvard Business School Note 9-396-054
	<b>Case</b>	<b>Charles Schwab Corp. (A);</b> Harvard Business School Case 9-300-024
5	Strategic IS	1. 'How Information Technology Gives You Competitive Advantage'; Michael Porter; Victor Millar; <i>Harvard Business Review</i> , July-August 1985 (BB) 2. 'Coupling Core Competencies - Wiring Information Technology into the Business' Hans Lehmann, 1994; (BB)
	<b>Case</b>	<b>Custom Made Apparel And Individualized Service At Lands' End (BB)</b>
7	Enterprise Resource Planning	1. 'IT Doesn't Matter' Nicholas Carr, <i>Harvard Business Review</i> , May 2003 (BB) 2. 'Enterprise Resource Planning – Technology Note' Harvard Business School Note 9-699-020
	<b>Case</b>	<b>Cisco Systems Architecture: ERP and Web-enabled IT</b> Harvard Business School Case 9-301-099
8	Knowledge Management	1. Turban, McLean, & Wetherbe <i>Information technology for Management</i> ; (2004); Chapter 10 (BB) 2. 'A Note on Knowledge Management' Harvard Business School Note 9-398-031
	<b>Case</b>	<b>Managing Knowledge and Learning at NASA and the Jet Propulsion Laboratory (JPL)</b> Harvard Business School Case 9-603-062
9	Electronic Business	Will be advised later in the term
	<b>Case</b>	<b>Amazon.com; Exploiting the Value of Digital Business Infrastructure; Harvard Business School Case 9-800-330</b>
10	Wireless	Will be advised later in the term
	<b>Case</b>	<b>WWW – Who Will Win Wireless?</b> Harvard Business School Case 9-802-012

(\*) (BB) material will be on *Blackboard*; these readings are contained in the **Student Notes**;