

IT and Organisational Performance

MNGT 4281

(Elective)

Paul Bannerman

Class Dates: 20-23, 25-28 May 2006
Examination: 5 July 2006
Payment Due: 21 April 2006

Session 2, 2006

Course aims / objectives:

This course is designed to help you understand some of the challenges managers and organisations face in generating business value from IT-based investments, and the contribution IT can make to improving organisational performance.

Information technology (IT) is at the core of many business functions, operations, products and services. Today, organisations worldwide spend over 50% of their new investment funds on information and related communications technologies. How these investments are managed is of critical importance to organisational performance. Furthermore, with the proliferation of ebusiness, IT is both the business and the link between the business model and the critical drivers of success. Many organisations have been unsuccessful with their IT-based investments because of poor business-IT alignment. This course aims to apply management theories and analytical frameworks to practical organisational contexts to help you manage your IT more effectively.

When you have completed the course, you will be able to:

- outline frameworks and models that describe the management of IT
- reflect on your experiences with IT in your organisation
- apply the frameworks and models to analyse experiences with managing IT
- develop analytical skills in using the frameworks and models
- develop strategies to more effectively manage IT
- assess critical issues in managing IT and ebusiness

The course is designed to encourage student participation and interaction through lectures, group work, exercises, case studies, discussions and presentations.

Assessment:

Class participation:	10%
Group project:	45%
Examination:	45%

Participation 10%

Much of the learning in this course will derive from the combined knowledge and experience of the class. It is everybody's responsibility to participate in this sharing through class and group discussions, and group exercises. In evaluating your contribution to class learning, the following are important:

Positive characteristics, including:

- Openness and responsiveness in class discussions
- Useful ideas, succinctly expressed
- Relevance to previous contributions (i.e., ability to listen)
- Regard, respect, and acknowledgement of others' contributions
- Good analysis supported by facts from the course pack or your own experience
- Adequate preparation from the course materials
- Cooperative input to group discussions
- Constructive disagreement

Negative characteristics, including:

- Being absent from class
- Arriving late to class
- Receiving mobile phone calls during class
- Texting, emailing, web surfing, or doing other mobile tasks in class

- Silence, detachment, or lack of interest
- Inadequate preparation for class or group activities
- Leading class or group discussion into unrelated topics
- Intolerance or disrespect for others' views
- Destructive disagreement

Project 45%

The need to work effectively on projects with a diverse team is a characteristic of IT-based initiatives in organisations. This assignment provides the opportunity to apply the course concepts to a case study of real life experiences through group collaboration. The case and questions are provided in the course pack.

There are two components to the project assessment:

a) Group Presentation. 15% Due Sunday, 28 May 2006

Each group will present its answer to one of the set assessment questions via a group presentation to the class on the final Sunday (28 May). This component is worth 15% and will include peer assessment based on peer evaluation of team members' contribution to the group and class assessment of the presentation.

b) Group Write-up. 30% Due Sunday, 18 June 2006

A group written response to all of the set questions for the assessment is then due three weeks later. Each team is to submit only ONE group write-up. Details of the requirements for the written response will be provided with the questions in class. The group write-up must be emailed to the instructor BEFORE midnight (HK time) on the due date.

Exam 45%

There will be a final written exam on 5 July 2006. This will be an open book exam of 3 hours duration (plus 10 minutes reading time), covering the entire course. It will test your understanding of the course topics and ability to apply the course concepts and frameworks in practice. Illustration using examples based on your own experience is encouraged and will be rewarded. A sample exam will be discussed in class to illustrate the format.

Course details / modules:

Day 1: Saturday, 20 May 2006 (2.00pm – 8.00pm)

- Introduction to IT and Organisational Performance
- The IT Management Challenge
- Current Issues in Managing IT

Day 2: Sunday, 21 May 2006 (10.00am – 7.00pm)

- IT Strategic Alignment
- IT Organisational Change
- IT Functional Alignment
- IT Core Capabilities

Day 3: Monday, 22 May 2006 (7:00pm – 10:15pm)

- IT Project Management
- IT Risk Management
- IT Project Governance

Day 4: Tuesday, 23 May 2006 (7:00pm – 10:15pm)

- IT Infrastructure
- IT Governance

Day 5: Thursday, 25 May 2006 (7:00pm – 10:15pm)

- IT Sourcing
- IT Outsourcing
- IT Provider Capabilities

Day 6: Friday, 26 May 2006 (7:00pm – 10:15pm)

- Enterprise Systems
- Business Process Reengineering (BPR)
- Enterprise Resource Planning (ERP) Systems
- Customer Relationship Management (CRM) Systems
- Supply Chain Management (SCM) Systems

Day 7: Saturday, 27 May 2006 (2.00pm – 8.00pm)

- The eBusiness Challenge
- Transitioning from the 'old economy' to the new
- Business Scope Redefinition

Day 8: Sunday, 28 May 2006 (10.00am – 7.00pm)

- Small and Medium Enterprises (SMEs) and IT
- The Future Role of IT
- Group Project Presentations

Course materials and text/s:

Binders containing all the materials you need for this course will be provided to you.

The binders will include the following:

- course materials
- readings
- case studies
- assessment details

Instructor details:

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Paul Bannerman is a Research Scientist at National ICT Australia Limited (NICTA), Visiting Research Fellow at the University of New South Wales, and member of the adjunct faculty at AGSM. Before joining NICTA, he was a consultant for twenty years in the management of information technology to a range of organisations in Australia, USA and the UK. He also held various management positions in IT-related functions and was Vice President, Research and Development, of an international 'hi-tech' software engineering company based in 'silicon valley'.

Paul's research interests include the strategic role of information systems and information technology in organisational performance; IS/IT-enabled organisational change; capability-based performance; project management; risk management; and the alignment of IT practices with organisational objectives. He has a BA in Economics & Finance and an MBA from Macquarie University, an MSc in Computing from the University of Technology, Sydney, and a PhD in Management from AGSM.