SITACCS
School of Information Technology & Computer Science

Subject Outline
IACT 916
Organisational Issues in Information Technology
Harbridge Session 1, 2004

GENERAL INFORMATION

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Subject Organisation
Credit Points: 6 credit points

Content
IACT916 aims to provide the student with an understanding of issues related to the combination of management, workers and information technology. Students will gain an appreciation of the complexity of the issues involved in decision making when people and technology are concerned. Students will also develop an understanding across commerce and industry of the parallels that exist in the development, implementation and application of information and communication technology. Effect on organisational information flows of growth in size and complexity: the management and technological response. Information technology as a catalyst in codifying work procedures and creating new organisational structures. Hierarchical versus horizontal approaches to information management. Management theory and IT. Industrial use of IT and parallels with office sector usage. Implications of broadband networks for traffic integration and subsequent application in commerce and industry.

Objectives
Participants successfully completing this subject should be able to:
(i) explain the meaning of the major terms confronted in IACT916;
(ii) discuss the major issues involved in the debate over technology versus people;
(iii) explain what is meant by organisational politics and the role of IT;
(iv) present a coherent discourse about the major topics in the subject;
(v) argue persuasively about the advantages and disadvantages of the use of technology in commerce and industry;
(vi) report on IT technologies and their possible implications for organisational politics;
(vii) examine the relevance of change management;
(viii) develop skills in academic writing.
Method of Presentation
Tutorials will relate to the lecture topics. Satisfactory attendance at lectures, tutorials and seminars is a requirement for the successful completion of this course. Failure to comply will result in a fail grade being recorded. Satisfactory attendance is deemed to be attendance at approximately 80% of the allocated contact hours. Tutorial questions will be examinable, therefore attendance at ALL tutorials is highly recommended.

Students should check the subject’s web site regularly as important information, including details of unavoidable changes in assessment requirements will be posted from time to time. Any information posted to the web site is deemed to have been notified to all students. Information about this subject and it’s content are available via WebCT [http://www.uow.edu.au/LOL].

It should be noted that according to Course Rule 003 {Interpretation Point 2 (t)} each credit point for a single session subject has the value of about 2 hours per week including class attendance. Therefore, the amount of time spent on each 6 credit point subject should be at least 12 hours per week, which includes lectures/tutorials/labs etc.

Assessment
This subject has the following assessment components.

<table>
<thead>
<tr>
<th>Assessment Items</th>
<th>Percentage of Final Mark</th>
<th>Submission Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Report Outline – Individual (1500 words)</td>
<td>15%</td>
<td>15 February 2004</td>
</tr>
<tr>
<td>2. Final Report – Group (4500 words)</td>
<td>30%</td>
<td>21 February 2004</td>
</tr>
<tr>
<td>4. Exam</td>
<td>40%</td>
<td>27 March 2004</td>
</tr>
</tbody>
</table>

- All assessment items are to be submitted at the tutorial on the day that they are due.
- All assessment items will be returned in tutorials unless advised otherwise.
- All assessment items must be completed. Failure to comply will result in a fail grade being recorded.
- Please note that marks may be scaled. General assessment information including scaling formula can be obtained at [http://www.itacs.uow.edu.au/general/studgd.html](http://www.itacs.uow.edu.au/general/studgd.html)
  New StdDev.*((New StdDev/Old StdDev.) *(Mark/Average))
  Note: The New Standard Deviation is determined in relation to UOW Wollongong Campus.

Scaling: final marks may be scaled using the following formula:

\[
G = \text{Group Mark} \\
A = \text{Assessment} \\
P = \text{Passing Mark} \\
E = \text{Exam} \\
I = \text{Individual} \\
T = \text{Total Mark}
\]

The final mark \(T\) is normally just the sum of the two marks, so \(T = A + E\).
If the exam is failed then \(A\) will be replaced by \(T = E/P * A\)

For subjects with group and individual components to their assessment:
The final mark is normally just the sum of the two marks, so \(A = G + I\).
Where a student fails I this formula is applied: \(A = I/P * G\).
• Students seeking an extension past the due date for the submission assessment items should consult the attached Guide for Students document, which also specifies the penalties imposed for the late submission of assessment items, as well as those for copying and plagiarism.

• Penalties will apply to all late work, except in the case of protracted (and certified) illness, 20% of the allocated mark will be deducted for each day the work is overdue (including weekends and holidays). Work more than 5 days late may be awarded a mark of zero.

Assessment Components

1. Report Outline (15%). [Individual, 1500 words] Understanding organisational change in IT sector companies.
   Track the evolution of a global company (preferably one in the technology sector) that has undergone major organisational changes (i.e. since 1998)
   - E.g. mergers, acquisitions, downsizing, outsourcing, privatisation
   1. How have these changes impacted on the company’s organisation structure?
   - E.g. strategy, size, culture, organisational design
   2. What types of technology measures could be instigated to manage these organisational changes in order to maximise effectiveness and minimise disruption?
   - Provide an outline of your report including a brief summary under each major heading and a list of references and their key contributions.

2. Final Report (30%). [Groups of 4, 5000 words] Understanding organisational change and the impact of IT on this change.
   - Using the outline completed for assessment 1, write a full-length report incorporating your research and findings.

   - Using your findings from assessment 1 deliver a professional seminar. Describe the major organisational changes the global company you have studied has undergone and what role information technology has played in this process. In your response refer to strategy, size, culture and/or organisational design. If you were the chief information officer (CIO) of the organisation what would you have done differently to maximise effectiveness and minimise disruption over the study period?

4. Exam (40%)

Textbook


Additional Information

This outline should be read in conjunction with the following documents:

<table>
<thead>
<tr>
<th>SITACS’ Student Guide to Some of the University’s Regulations, Codes of Conduct and School Policies</th>
<th>Plagiarism</th>
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<tr>
<th>SITACS Style Guide for Footnotes and Documentation</th>
<th>University Codes of Practice – Teaching and Assessment</th>
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<tr>
<th>Disability Services and Non-sexist and non-racist language</th>
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**Topics to be covered (Subject to variation)**

<table>
<thead>
<tr>
<th>Modules</th>
<th>Topic</th>
<th>Suggested Readings</th>
<th>Tutorial Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Overview Evolution of Organisation Theory</td>
<td>Ch. 1 &amp; 2</td>
<td>Ch. 1 – q. 2, 4, 10, 12 Ch. 2 – q. 1, 2, 6, 9, 14 * Sausage Software Case</td>
</tr>
<tr>
<td>2</td>
<td>Organisational Effectiveness Organisation Structure</td>
<td>Ch. 3 &amp; 4 * Report Outline due</td>
<td>Ch. 3 – q. 4, 14 * Debate: q. 3, 5, 7 * Discussion: q. 15 Ch. 4 – 1, 2, 12, 14 * Debate: q. 5, 6 * Discussion: q. 4, 9</td>
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<td>3</td>
<td>Determinants of Organisational Structure I - Strategy Organisational Size</td>
<td>Ch. 5-6</td>
<td>Ch. 5 – q. 1, 4, 15 * Discussion: q. 7 * Puzzle: q. 9 * Debate: q. 11 Ch. 6 – q. 5-7, 9, 11, 14 * Puzzle: q. 1 * Debate: q. 3 * Discussion: q. 10, 14, 15 * The IBM Case Study</td>
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<tr>
<td>4</td>
<td>Determinants of Organisational Structure II - Technology - Environment - Power-control</td>
<td>Ch. 7-9</td>
<td>Ch. 7 – q. 1, 2, 4, 9, 14 * Discussion: q. 11, 12, 16 * Case: Nike &amp; IT (p. 460) Ch. 8 – q. 2, 4, 9 * Discussion: q. 3 * Debate: 6 Ch. 9 – q. 4, 6 * Discussion: q. 15</td>
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<td>5</td>
<td>Organisational Designs - Design options - Bureaucracy - Adhocracy</td>
<td>Ch. 10-12</td>
<td>Ch. 10 – q. 1, 2, 11 * Discussion: q. 3, 12 Ch. 11 – q. 1, 3, * Debate: q. 7 * Discussion: q. 14 Ch. 12 – q. 4, 5, 13 * Debate: q. 15</td>
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<tr>
<td>6</td>
<td>Managing the Organisation</td>
<td>Ch. 13-17 * Final Report due</td>
<td>Ch. 13 – q. 2, 4, 8 * Discussion: q. 10 * Puzzle: q. 13 Ch. 14: q. 2-4 * Debate: 12 Ch. 15 – q. 1-3, 11 * Debate: q. 4 * Puzzle: q. 15 Ch. 16 – q. 7 * Discussion: q. 12, 13 Ch. 17 – q. 2, 5 * Discussion: q. 11</td>
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* Please note that tutorial questions and suggested readings should be covered as homework, and discussion, debates, puzzles and cases will be covered in the classroom.