Editorial Preface

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Over time, the shared insight of successful information technology (IT) implementation has aided in furthering the understanding of information technology utilization in organizations worldwide. The real-life cases included in this issue of the Journal of Cases on Information Technology (JCIT) is a compilation of these insights, collected from organizations all over the world and dealing with challenges of IT utilization and management.

Within this issue, applied modern IT utilization is explored for the benefit of researchers and professionals, with the goal of facilitating a better understanding of what can help or hinder IT implementation. The varied aspects of these cases, which include the alternating stages of IT adoption, individuals involved, and the resulting outcomes articulate the steps involved within the arena of information technology utilization. The following case studies are designed to highlight the problems and resulting solutions of IT implementation, spanning the globe in situations varying from banking in India, online training of high school mathematics courses, enterprise resource planning in higher education, implementation of mobile terminals in a railway system, Web-based course enrollment in education, and global enterprise restructuring.

Our aim in highlighting these real-life cases is to assist students and professors alike in the discussion and understanding of current issues in the field of information technology, as well as to inform researchers and managers of the failed or successful implementation of IT within their field. The following are case summaries for this issue of JCIT.

INSIDE THIS ISSUE

Online Calculator Training in Mathematics and Technology by William Brescia and Tammy Cline (both of the University of Arkansas, USA) illustrates the basics of graphing calculators and the integration of graphing calculators into the math curriculum calculator. Three organizations attempt to collaborate to provide training to high school teachers, and they face difficulties with person-to-person and online training from some unexpected forces.

Using the Railway Mobile Terminals in the Process of Validation and Vending Tickets by Marko Horvat ( Croatian Railways Ltd., Croatia) and Mario Žagar (University of Zagreb, Croatia) provides a detailed account of the planning, implementation, and management of a mobile terminals project in a national railway company. All technical aspects of the project are explained, with an emphasis on emerging technologies of mobile computing and wireless networking. Finally, the benefits of the project are clearly brought forward and identified.

Information Systems Dispatching in the Global Environment, Acer, A Case of Horizontal Integration by Yu Chung William Wang (University of South Australia, Australia) and Shun Chuan Ho (Yuanpei University of Science and Technology, Taiwan) presents the implementation of ERP information systems in the context of global enterprise restructuring. The case evidences the combination of corporate strategy and IT practices and shows how this enterprise shifts and reallocates its resources in order to concentrate on the most profitable segments of the supply chain.
Competing in the Age of Information Technology in a Developing Economy: Experiences of an Indian Bank by Amit Sachan (Management Development Institute, India) and Anwar Ali (Institute of Management Technology, India) describes how banking in India has changed after developments in information technology. The case explores the opportunity and challenges for the bank in urban and rural India and makes students think about how information technology aids the bank in building a strong position in both markets.

Developing a Learning Organization Model for Problem-Based Learning: The Emergent Lesson of Education from the IT Trenches by Kam Hou Vat (University of Macau, Macau SAR, China) focuses on an initiative to develop a learning organization model to support the pedagogy of problem-based learning (PBL) appropriate to conducting IT education in an undergraduate program. The case is based on an action research description of some of the experiences and issues involved in conceiving and developing a Web-based course-support environment. It then considers the idea of setting up a Center for PBL Research as an important mechanism of institutional innovation. The dilemma associated with this effort, however, remains the emergent changes of organizational behavior in education, which are traditionally the most difficult to support with technology.

ERP Implementation in Higher Education: An Account of Pre-Implementation and Implementation Phases by Adekunle Okunoye, Mark Frolick, and Elaine Crable (all of Xavier University, USA) explains the implementation of Enterprise Resource Planning (ERP) systems in higher education. The early phases of implementation that cover the selection of the ERP systems, project definition, and project execution are discussed in detail, and major challenges in implementing ERP systems in higher education are highlighted.

The diversity of subject matter within these cases aims to provide practitioners and students of IT with a multitude of instances of IT implementation success or failure. Through the telling of these real-life cases, it is our hope that IT professionals, researchers, policy makers, students, and teachers can gain a better understanding of the ever-developing field of information technology and its implementation practices. Your feedback and comments are always greatly appreciated.

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