Throughout the span of time, the insight borne of successful information technology (IT) implementation has helped to further our understanding of IT in worldwide organizations. The real-life cases included in this issue of the Journal of Cases on Information Technology (JCIT) shape this compilation of insights that have been collected from organizations all over the world and reflect the challenges of management and utilization of IT.

This issue of JCIT explores the application of modern IT utilization for the benefit of both researchers and professionals alike, in the hopes of a better understanding of IT implementation pitfalls and triumphs. The diversity of these cases, which include variable stages of IT adoption, the individuals involved, and the outcomes that result, are responsible for articulating the steps implicated in IT utilization in organizations. The case studies included in this issue of JCIT bring to light the resultant tribulations and solutions of IT implementation and management in modern organizations.

Our purpose in stressing these real-life cases is in the hope that their gained insight will assist students and professors alike in the understanding and discussion of issues that are current within the field of information technology, as well as to enlighten IT practitioners and researchers of the successful or unsuccessful implementation of IT within their field. The following are case summaries for this issue of JCIT.

Inside this Issue

**Herding 3,000 Cats: Enabling Continuous Real Estate Transition Processing** by Stephen Andriole, Villanova University (USA) and Charlton Monsanto, Prudential Fox & Roach/Trident (USA) is a case study that describes a large real estate and mortgage firm’s design of a secure access strategy for its 3,500 agents. The technology choice is explained in the context of collaborative transaction processing. The costs, benefits, and deployment issues are also discussed.

**IT Uptake and Integration Across a Temporary Project Organisation in the Construction Industry** by Graham J. Brewer, Thayaparan Gajendran, and Swee Eng Chen, University of Newcastle (Australia) is a case that describes the adoption and integration of IT across a temporary project team in the construction industry. The project participants are internationally located, and utilize a similarly distributed supply chain. The project is considered to be successful by those questioned, but issues of technological capability, compatibility, short-term business relationships, and business trust are identified as barriers to optimal use. The focal company is found to have addressed these issues with moderate success.

**A Database Project in a Small Company (or How the Real World Doesn’t Always Follow the Book)** by Efrem Mallach, University of Massachusetts Dartmouth (USA) recounts a small
consulting company’s experience in the design and implementation of a database and associated information retrieval system. Their choices are explained within the context of the firm’s needs and constraints. Issues associated with development methods are discussed, along with problems that arose from not following proper development disciplines.

Building an Online Undergraduate Module from a Graduate Module: A Case Study by Paul Darbyshire and Geoffrey A. Sandy, Victoria University (Australia) describes the experience in translating a model used to build online courses at the postgraduate level to the undergraduate level. When the approach is constructivist, undergraduates have a more limited experience base with which to construct their learning experience. The success of this research is detailed within the case.

Make, Source, or Buy: The Decision to Acquire a New Reporting System by Steven C. Ross, Brian K. Burton, and Craig K. Tyran, Western Washington University (USA) is a case study that describes the experience of a collegiate school of business as it obtains systems to track and report information about students and faculty. The school has three options: develop the systems itself, contract with university technology staff, or purchase commercial software. The decision is complicated by factors such as financial and personnel constraints, and differential capabilities of the various options.

The Use of Information Technology in Teaching Accounting in Egypt: Case of Becker Professional Review by Khaled Dahawy and Sherif Kamel, The American University in Cairo (Egypt) describes the deployment of information technology in teaching accounting in Egypt using the case of Becker Professional Review. The case demonstrates how information technology adaptation can provide a platform for knowledge dissemination that can help improve the effectiveness and efficiency of the learning process, and suggests a hybrid model that can be replicated in similar environments.

The multiplicity in subject matter within these cases is meant to afford students and practitioners of IT with a host of instances of success and failure in IT implementation. As these cases are studied, it is our hope that IT researchers, professionals, policy makers, students, and teachers can gain a better understanding of the ever-changing field of information technology utilization in management. Your comments and feedback are always greatly appreciated.

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