As more and more educators and researchers discover the importance of implementing real-life case studies into their classrooms and studies, insight into the successful utilization of information technology is shared between real-life individuals described in each case and the professors and students studying the examples set forward by others.

In this issue of JCIT, IT researchers and professionals from around the world have described their IT implementation experiences in modern organizations through case studies. The individuals involved, steps taken in IT adoption, and utilization outcomes bring to life multiple problems and solutions in IT implementation. These cases cover a variety of IT scenarios, including marketing information systems, project management, NASA, information ownership, ERP implementation, and a mobile phone company. Real-life situations such as those included in this issue certainly assist professors and students with classroom discussion facilitation and debate. IT managers and researchers will also glean many useful examples what to do or not do when adopting information technology into their organizations and companies. Following are summaries of the cases contained in this issue.

Inside This Issue

This case study, Social Construction of Information Technology Supporting Work, is authored by Isabel Ramos (Universidade do Minho, Portugal) and Daniel M. Berry (University of Waterloo, Canada). This case describes the social dynamics shaping the implementation and deployment of the MIS systems supporting a company’s production processes and the procurement of resources for these processes. The case study describes in particular the stakeholders and the organizational relationships between them; the stakeholders’ formal and informal roles; the information needed from and provided to the systems, the stakeholders’ views of the systems’ usefulness, quality, and flexibility; the stakeholders’ career paths; and the stakeholders’ perceptions of their own and others’ worth to the company.

The second case, Power Conflict, Commitment & the Development of Sales & Marketing IS/IT Infrastructures at Digital Devices, Inc., is authored by Tom Butler (University College Cork, Ireland). This case explores the political relationships, power asymmetries, and conflicts surrounding the development, deployment, and governance of IT-enabled sales and marketing information systems (IS) at Digital Devices, Inc. It allows this case to provide rare insights into the reality of IS development and IT infrastructure deployment. This case focuses on an in-depth description of the positive and negative influences on these processes and their outcomes.

From Principles to Practice: Analyzing a Student Learning Outcomes Assessment System is authored by Dennis Drinka, Kathleen Voge, and Minnie Yi-Miin Yen (University of Alaska Anchorage, USA). This case describes the challenges facing a system project manager. The system supports the assessment of student learning and documents and tracks course content documents. In order to move into the design phase, the business objectives must be identified, a system development life cycle
approach and development platform selected, project risks identified and assessed, and resources secured.

The Columbia Disaster: Culture, Communication & Change is authored by Ruth Guthrie (California Polytechnic University, Pomona, USA) and Conrad Shayo (California State University, San Bernardino, USA). The National Aeronautics and Space Administration has had unprecedented success with historic space missions, including the development of the Space Shuttle. When the Challenger exploded, investigations called for NASA to examine its culture. Twenty years later, with the Columbia shuttle disaster, some of the same questions are being asked. This case discusses the problem of relaying complex engineering information to management, in an environment driven by schedule and budget pressure.

The next case is titled LIBNET: A Case Study in Information Ownership & Tariff Incentives in a Collaborative Library Database and is authored by A.S.C. Hooper (Victoria University of Wellington, New Zealand). The value of information depends on the quality of that information, when it is required and the purpose to which it will be put. This case investigates the principles driving pricing issues and information ownership in a cooperative database. The perspective of selected members provides insights into the strategic outcomes for the organization.

ERP Implementation for Production Planning at EA Cakes Ltd. is authored by Victor Portougal (The University of Auckland, New Zealand). Changing company’s sales and production strategy from “make-to-order” to “make-to-stock” required a complete redesign of the planning system, which was an integral part of an ERP system based on SAP software. This case describes the organization and its management practices and specific problems solved by the consulting team. Finally, it identifies the enhancements management obtained as a result of the implementation of ERP.

Experiences from Using the CORAS Methodology to Analyze a Web Application is authored by Folker den Braber (Norway) Arne Bjørn Mildal and Jone Nes, NetCom (Norway), and Ketil Stølen and Fredrik Vraalsen, SINTE (Norway). This case describes the process and results of a model based risk analysis carried out on a web application for customers of a mobile phone company. UML inspired diagrams and models were used for both specification of the input to the analysis as well as to express the results. The main diagrams and models used are explained.

Every situation involving information technology differs greatly from the next, providing IT managers and students alike with a variety of examples of successful IT implementation or IT catastrophe. It is our hope that the cases included in this issue of the Journal of Cases on Information Technology will assist IT researchers, professionals, policy makers, teachers, and students in their own IT implementation situations and studies. Your feedback and comments, as always, will be greatly appreciated.

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