PREFACE
As academicians and researchers are fusing real-life scenarios into their curriculum, they are discovering the usefulness of detailed accounts of information technologies within organizations. Through this integration of teaching cases, students and the information technology (IT) community at large are being impacted by the latest examples of successful utilization of IT and its many dimensions. As a result, they are inheriting a realistic understanding of the actual use of theoretical principles.

In this issue of *Journal of Cases on Information Technology*, an assembly of international researchers, professionals, and experts provide substantial inferences of their experiences within the organizations of today. Through these probes into the real-life functions of IT, problems, solutions and better methods of adaptation are determined by way of case studies. These cases cover a broad range of issues within the realm of organized IT as it relates to enterprises and corporations, nonprofit organizations, banking, and the health care industry. These real-life accounts of the execution of information technologies in both large and small scale operations allow professors and students to undergo a more enhanced examination of productive means and methodologies. IT managers and researchers also will have the opportunity to recognize the challenges and influences presented by these IT tools, so that they too are exposed to the missteps and accomplishments of their counterparts. Overall, readers will critically synthesize the instruments posed by the case itself and within the discipline at large.

INSIDE THIS ISSUE

*High Sierra Industries: IS Gridlock*
By: Stephen G. Kerr and Janna M. Crews, University of Nevada, USA, and Simon Jooste, Westminster Theological Seminary, USA

The authors’ case places the reader in the shoes of a student/consultant (SC) who was called upon to help High Sierra Industries (HSI) plan its next revision of the AIS. Analysis confirms the need for new software and renewed attention to internal controls. A legitimate debate among corporate directors and officers about priorities resulted in decision-making
gridlock. This case consequently draws attention to the role of governance in a NFP and the leadership dynamics necessary for a systems project. The five key stakeholders are the chief executive officer (CEO), operations manager, accountant, an executive board member, and the SC and they need to find a way to move forward. The SC decides to use an evaluation matrix to organize the competing perspectives to help HSI decide on the goals of their first planned system development life cycle.

**A Culturally Appropriate, Web-Based Technology for Anonymous Data Collection for Public Health Research in Culturally Diverse Populations**
By: Michael Douma, Institute for Dynamic Educational Advancement, USA and Eduard J. Gamito, University of Colorado Health Sciences Center, USA

This case study describes how Web-based technology helped a small nonprofit cancer education and research organization collect data anonymously from Native American cancer survivors from across the North American continent. The system described herein, known as the Privacy Broker System, is adaptable to different cultures and languages. The Privacy Broker System made cancer education and research, which was previously infeasible due to high costs and regulatory constraints, possible.

**Information Technology Adoption and the Role of Organizational Readiness: The Case of an Indian Bank**
By: Monideepa Tarafdar, University of Toledo, USA and Sanjiv D. Vaidya, Indian Institute of Management, India

This case describes the evolution of the use of information technology (IT) at National Banking Services, one of the oldest banks in India. It describes the bank’s response to economic liberalization and the resulting initiatives for IT adoption. It highlights the influence of organizational readiness on IT adoption. Finally, it describes the challenges confronting the bank in its move towards more sophisticated IT adoption and suggests alternate options.

**Knowledge Sharing and Organizational Change in a Leading Telecommunications Equipment Vendor: A Case Study on Southern Networks**
By: Katina Michael, University of Wollongong, Australia

The case study describes a large company’s experience in the implementation of a corporate wide knowledge management system. Legacy knowledge transfer practices are presented and compared with the new organizational environment for sharing knowledge dynamically. Finally, the benefits of the system to the telecommunications company are identified and contrasted against a backdrop of rapid organizational downsizing.

**Patients, Caregivers and Telehome-Based Care Systems: A Case Study**
By: Katerina G. Tsigrogianni and Ioannis A. Tarnanas, Western Macedonia Research Centre, Greece

The case study describes the Personal Health Assistant Project (PHA), a pilot system implementation sponsored by the Kozani Region Governors’ Association (KRGA) and
installed in one of the two major public hospitals of the city of Kozani. PHA is intended to demonstrate experiences in the design and implementation of a wide area network. The technology choice is explained in detail within the context of the needs of the school district. Finally, the benefits accruing to the school district are identified, along with the overall cost of the system.

The Role of Project Management in a Small Business IT Firm: A Case Study
By: Pauline Ratnasingam, University of Central Missouri, USA

The case study describes the role of a small information technology (IT) solution firm ABC, which applies the project management life cycle (PMLC) stages to implement IT systems for firms in the health care industry. We discuss the role of their Network360 intelligent software application in detail for each stage of PMLC. Finally, we describe the challenges and lessons learned from the overall case.

With this assortment of cases representing a broad spectrum of IT and its successes and failures, IT managers and students alike are provided with a variety of examples to draw from. Our hope is that the Journal of Cases on Information Technology will provide the intended audience the necessary tools to gain a better understanding of the ever-changing field and in turn prevent future challenges and downfalls within their own IT implementation and studies. As always, your comments and feedback are greatly appreciated.

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Mehdi Khosrow-Pour, D.B.A., is currently the executive director of the Information Resources Management Association (IRMA), USA, and senior academic editor for Idea Group Reference. Previously, he served on the faculty of The Pennsylvania State University as an associate professor of information systems for 20 years. He has written or edited over 30 books in information technology management, and he is also the editor of the Information Resources Management Journal, Journal of Electronic Commerce in Organizations, Journal of Cases on Information Technology, and International Journal of Cases on Electronic Commerce.