

BUSINESS INFORMATION SYSTEMS (INFS1001)

SEMINAR - WEEK 8

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WEEK 8 AGENDA

Review

The IT Organisation

The Importance of Leadership

Tres Fortunas

Week 8 wrap-up



REVIEW

- What's the purpose of a Balanced Scorecard?
- Describe the two SDLC methods we discussed in class.
- What are some of the challenges in managing data?
- What are the benefits and challenges of implementing an ERP solution?

TRES FORTUNAS

BUSINESS MODEL CANVAS

Key Partners <ul style="list-style-type: none">• Suppliers• Delivery Services (Uber, etc)• Wholesalers• Supermarkets• Banks• Payment Processors• Merchandisers	Key Activities <ul style="list-style-type: none">• Providing quality food• Ordering supplies• Marketing• Human Resources and WHS	Value Propositions <ul style="list-style-type: none">• Good food• Authenticity• Convenience• Value for money• Culture• Part of a community• Interesting menu	Customer Relationships <ul style="list-style-type: none">• Timely and useful information• Valued rewards• Community values• Value for money• Authentic	Customer Segments <ul style="list-style-type: none">• Individuals• Families• Couples• Students• Groups• Event planners
	Key Resources <ul style="list-style-type: none">• Trucks• Merchandising• Employees• Finances• Equipment		Channels <ul style="list-style-type: none">• Loyalty program• Social media• Website• Online newsletter	
Cost Structure <ul style="list-style-type: none">• Salaries• Supply chain• Rent and utilities• Marketing and Advertising			Revenue Stream <ul style="list-style-type: none">• Food Trucks• Wholesale• Supermarkets• Delivery sales	

INFSI001 - THE BUSINESS INFORMATION SYSTEMS ECOSYSTEM

In this course we examine how business information systems impact the inner workings of a business and the connections to a broader ecosystem.



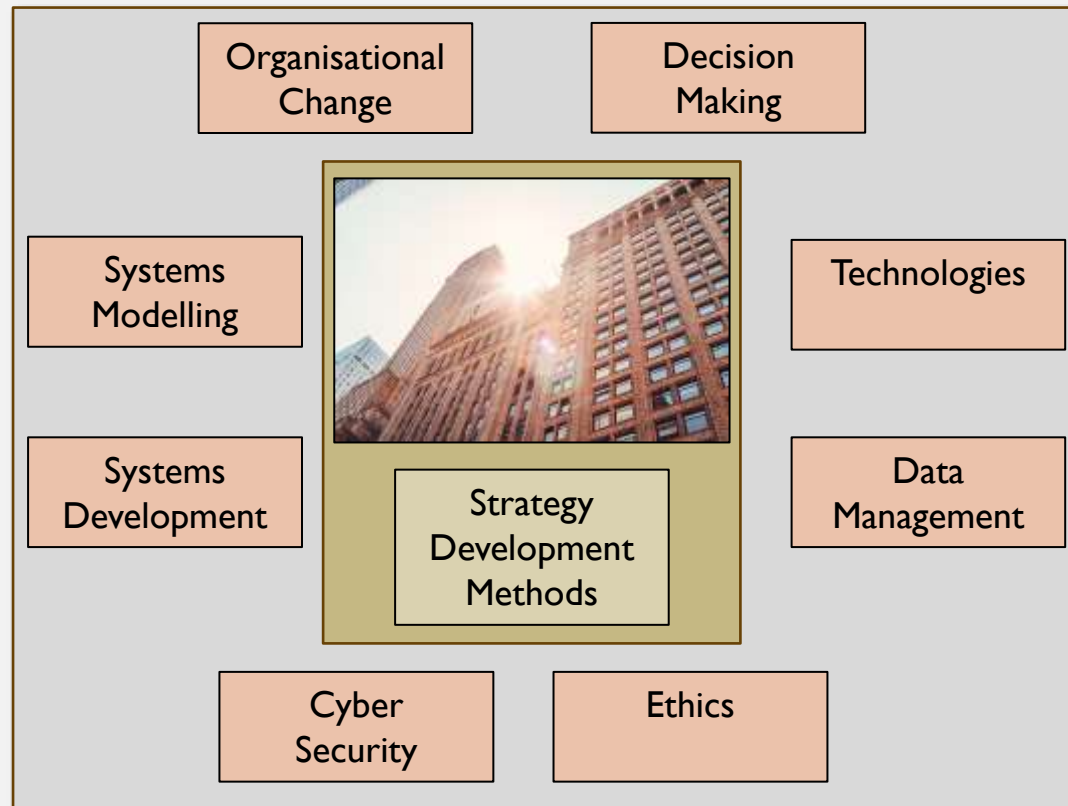
Markets



Customers



Suppliers



Government



Disruptive Tech



Competitors

UNDERSTANDING ORGANISATIONAL CULTURE

- Culture influences employee behaviour, communication and decision making.
- Often culture includes shared beliefs and values that may be explicitly expressed or implicitly understood.
- In many instances the nature of culture can influence organisational success within its operating context.
- There's extensive research that helps us analyse the characteristics of an organisations culture.
- Question: How do describe the cultural differences between two organisations e.g. Google and ANU?

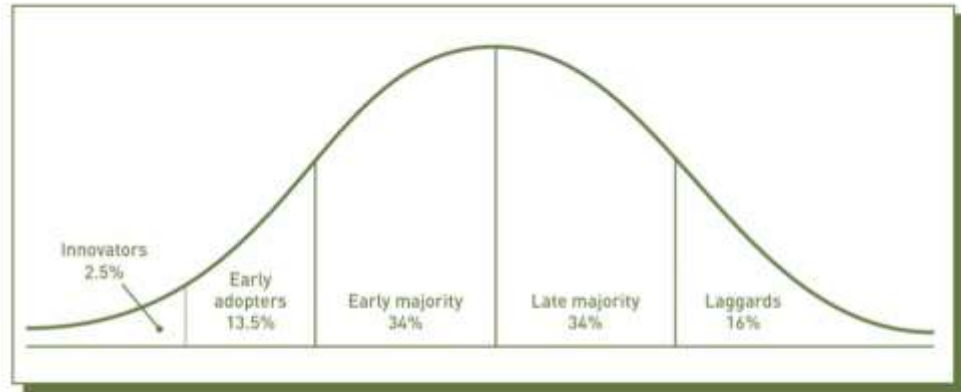


FIGURE 2.11
Innovation diffusion

Adoption of any innovation does not happen all at once for all members of the targeted population; rather, it is a drawn-out process, with some people quicker to adopt the innovation than others.

Source: Everett Rogers, *Diffusion of Innovations*.

Organisational culture is defined by the major understandings and assumptions for a business, corporation or other organisation.

UNDERSTANDING THE IMPACT OF CULTURE

- How would you describe the organizational culture?
- What was the impact on the development of this new piece of technology?
- How would you counter the impact of organizational culture?



Pentagon Wars - Bradley Fighting Vehicle Evolution

[The Bradley Fighting Vehicle](#)

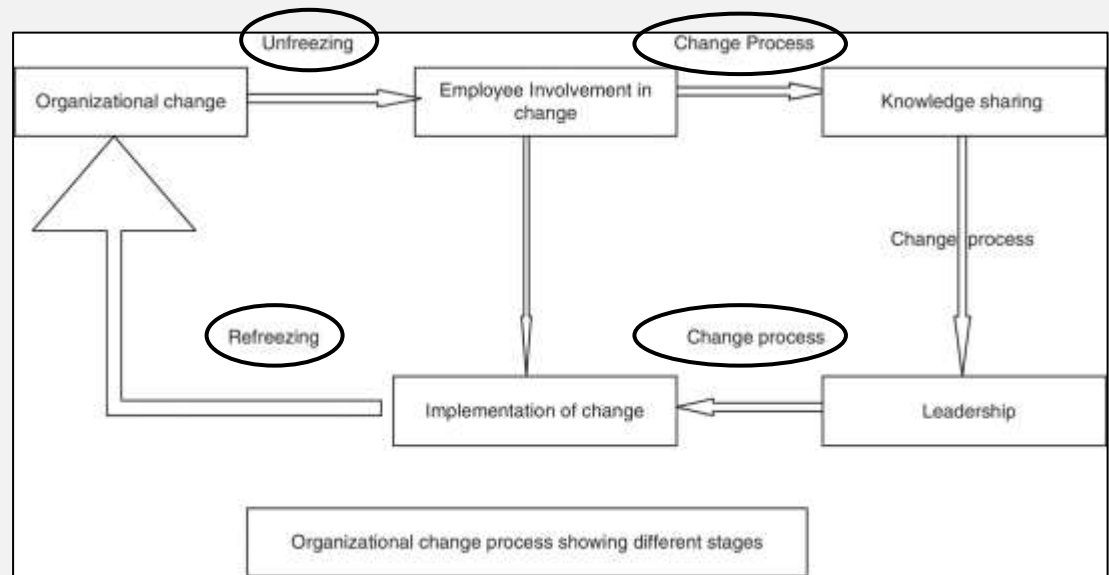
DRIVING ORGANISATIONAL CHANGE THE LEWIN MODEL

“It’s not the progress I mind, it’s the change” - Mark Twain

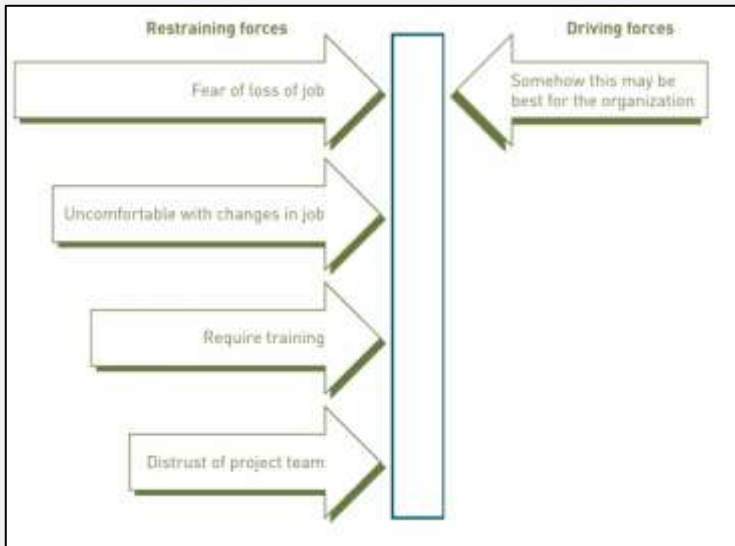
To successfully implement change organisations, create a sense of need and urgency that can only be solved through change.

The change model developed by Kurt Lewin talks about creating this need and urgency through three steps:

1. Unfreezing
2. Change or Transformation
3. Freezing



Syed Talib Hussain, Shen Lei, Tayyaba Akram, Muhammad Jamal Haider, Syed Hadi Hussain, Muhammad Ali, Kurt Lewin's change model: A critical review of the role of leadership and employee involvement in organizational change, Journal of Innovation & Knowledge, Volume 3, Issue 3, 2018,



Lewin's force field analysis before addressing concerns



Lewin's force field analysis after addressing concerns

EXTENDING THE LEWIN MODEL *FORCE FIELD ANALYSIS*

- Negative user reaction leads to issues with low acceptance of technology.
- Realising value from technology implementation requires acceptance so that benefits can be generated.
- We can extend the Lewin model by identifying the positive and negative forces that are impacting acceptance.
- We need to understand and determine the strength of the negative forces and develop appropriate responses.
- There may be concerns around job losses, process changes, customer impacts, lack of experience or familiarity, etc.



ORGANISATIONAL LEADERSHIP

WHY IS LEADERSHIP IMPORTANT?

WHY IS LEADERSHIP IMPORTANT?

- Creates a common and consistently understood vision
- Demonstrates expected behaviours
- Supports and/or discourages team behaviours
- Motivates the team
- Removes ambiguity and provides clarification
- Removes obstacles and provides executive support



CLASS EXERCISE: WHAT KIND OF LEADER ARE YOU?



Click on the link below or use the URL and complete the questionnaire.



Sharing the result is optional.



Do not discuss with your classmates.



The survey is based on a well-known leadership model and is provided by a company called Mindtools.



Once you have answered the questions check your score and review the leadership style that they believe reflects your leadership approach.



Note – this is a very simplistic approach and there are likely significant nuances to your leadership and management styles that aren't reflected in the results.



<https://www.mindtools.com/pages/article/leadership-style-quiz.htm>

Authoritarian



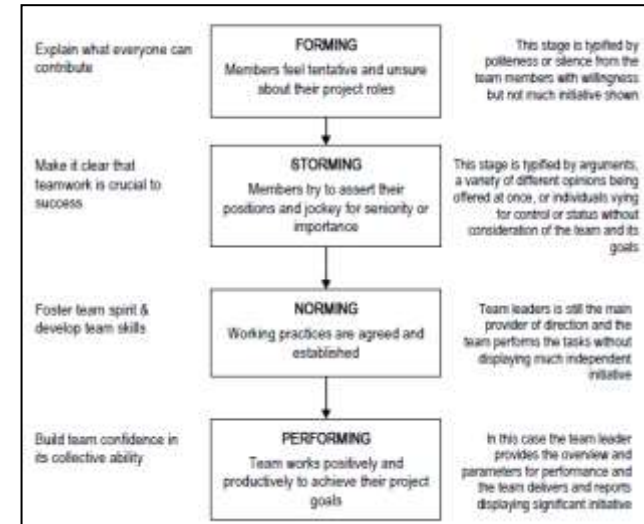
Democratic



Laissez Faire

[Leadership survey](#)

	Maslow's Hierarchy of Needs	Meaning	Examples
↑ Growth Needs ↓	SELF-ACTUALISATION	Being the best at what one does	<ul style="list-style-type: none"> reaching one's own potential independence creativity self-expression
	ESTEEM	Feeling good about oneself	<ul style="list-style-type: none"> responsibility self-respect recognition sense of accomplishment
↑ Deficiency Needs ↓	SOCIAL	Being accepted	<ul style="list-style-type: none"> companionship acceptance love and affection group membership
	SAFETY	Feeling secure	<ul style="list-style-type: none"> security for self and possessions avoidance of risks avoidance from harm avoidance from pain
	PHYSIOLOGICAL	Feeling safe from harm	<ul style="list-style-type: none"> food clothing shelter comfort self preservation



Tuckman model

BEHAVIOUR AND MOTIVATION

Building the team

Multiple role expectations

Cultural differences

Virtual teaming

Level of newness to the organization

Level of experiences/knowledge

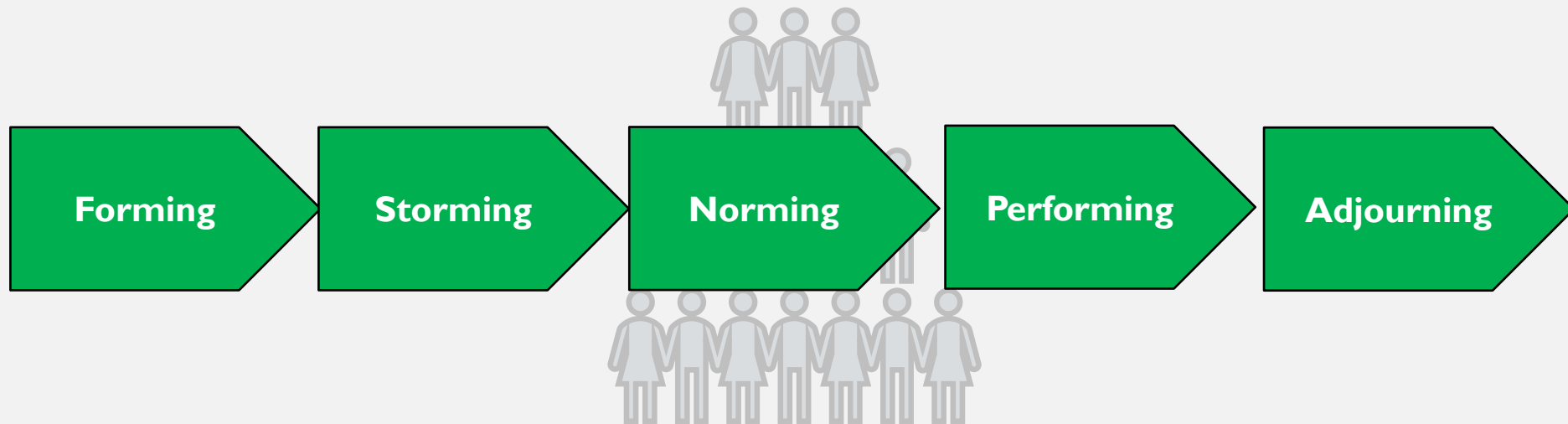
Generation differences

Managerial challenges

- Insecurity/motivation of team members
- Trust building
- Required training
- Continuity of team members

THE NATURE OF A TEAM





BRINGING A TEAM TOGETHER

- Teams go through predictable stages of development
- Managers need to recognise where the team is in the formation process and quickly guide the team through the phases.
- This is a process that's performed more than once.

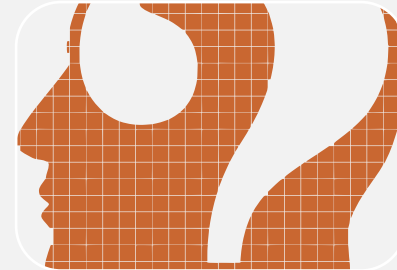
STYLES OF LEADERSHIP



Transformational



Transactional



Laissez faire

- In 1985, Bernard Bass wrote a book outlining three leadership styles.
- As an organisational leader, it's important to understand your “natural” leadership style but also recognise that the style must fit the environment.
- Different environments require one or maybe a range of leadership styles.
- Far too often we forget to self-evaluate our performance and approach to leadership.

PICKING THE RIGHT LEADERSHIP STYLE

Dimensions of Transactional Leadership

- *contingent reward* – rewarding followers who agree with the leader and providing disincentives to discourage negative follower behaviour.
- *active management by exception* – setting expectations of standards for performance and compliance and possibly punishing noncompliance.
- *passive management by exception* – waiting for problems to occur before taking corrective action or possibly taking no action at all.

PICKING THE RIGHT LEADERSHIP STYLE

Dimensions of Transformational Leadership

- *idealised influence* – driving follower's identification with the leader and encouraging them to model their behaviour based on their own internalisation of the leaders expressed vision of the desired future state.
- *inspirational motivation* - creating an environment of optimism, reinforcing the value of tasks to be undertaken and establishing a shared belief that the work can be accomplished successfully.
- *intellectual stimulation* - encouraging followers to reframe problems and find innovative solutions to existing challenges.
- *individualised consideration* – emphasising the value of followers by creating a supportive environment and encouraging personal development through new learning opportunities.

LEADERSHIP IMPACT ON CORPORATE CULTURE

CLASS DISCUSSION

Based on the videos:

- How would you describe the corporate cultures?
- What advantages and challenges do you think you might have working as a manager at Apple or Amazon?
- What do you think are the likely leadership styles of Jobs and Bezos?
- Where would you prefer to work?



[Steve Jobs – Apple Culture \(58:50 mins\)](#)



[Jeff Bezos – Amazon Culture](#)



FINAL EXAM

- The final exam is two hours in duration plus a 15-minute reading time.
- Make sure you read the questions carefully !!
- The exam will be graded out of a maximum of 100 marks and consists of:
 - 4 short answer questions each worth 10 marks. For each answer write 100 – 150 words.
 - 2 mini case questions each worth 30 marks. For each answer write 350 – 400 words.
- Make sure your answers are written clearly and legibly.
- Start each answer on a new page. Identify the question by putting the number at the top of the page in your Exam booklet.
- Do not use bullet point or numbered lists in your answers.
- The scope of the exam includes all materials from seminars, tutorials, challenge tasks and readings. You will not have access to any materials during the exam.
- Where appropriate you should identify any literature used in your answers, but you are not expected to provide formatted citations or references.
- If you include a graphic in an answer, please make it clear and understandable.
- Please check the published exam timetable to make sure you have the correct date, time and location. Make sure you put your student ID on the front of the booklet.
- No materials permitted – note this includes dictionaries. The exam is written clearly and any technical terms come from course content.
- There are no extensions possible for this assessment.

WELCOME TO TRES FORTUNAS

- Over the next few weeks, we will be using the case of Tres Fortunas to review and apply the concepts, techniques and frameworks you have learned during the course. The intent is to reinforce learning and give you the opportunity to practice with support during class.
- These exercises will also help you prepare for the end of semester exam.
- Our goal is to ensure we understand the business and build technology strategies that will position it for future success.

Activities for this week.

1. Rafael knows that Tres Fortunas is a medium size organisation in the hospitality industry but doesn't really believe that they have identified and understand all the technology that is in the company. Explain to Rafael what you think he should do and any potential areas of concerns.
2. The CEO of Tres Fortunas wants to make sure that the people in his organisation are comfortable and accepting of the changes in technology that are likely to be implemented. In small groups, describe to Rafael the approaches and techniques that will address his concerns and help him bring his people together.

WEEK 8 – WRAP UP

- In Week 8, we covered the following:
 - ✓ Review
 - ✓ Organisational Change
 - ✓ Leadership Styles
 - ✓ Tres Fortunas
- See you next week !!