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How integrated Information Systems impact upon Organisational Culture: a case study in Higher Education Dr. Dimitra Skoumpopoulou





## Strategic Information Technology Services (SITS)

### Background to SITS

□SITS in the Higher Education Sector

### **SITS** Modules

- admission of students
- programmes to manage the curriculum
- enrolment
- fees
- progression throughout the degree
- tools to 'enable' users to analyse, process and extract data to suit their purposes





# Culture and Integrated IS

- Extensive Research in integrated information systems (implementation issues, CSFs, etc.)
- Limited research examining how culture is important (Boersma and Kingma 2005, Leidner and Kayworth 2006, Kappos and Rivard, 2008)





# Organisational Culture frameworks

- Schein (1984)
  - Artefacts, Espoused Values and Basic Underlying assumptions
- Hofstede et al. (1990)
  - Symbols, Heroes, Rituals and Values
- Trompenaars and Hampden Turner (1998)
  - Observable Artefacts, Values and Norms, Basic assumptions





# Martin's (2002) Framework

#### Cultural Forms

- Stories
- Ritual
- Jargon
- Physical arrangements
- Formal and Informal Practices
  - In the University Life Cycle
    - Enrolment
    - Reports
    - Marking
    - Exam Boards
- Content Themes
  - Beliefs
  - Values
  - Assumptions





## Research Strategy

- Documents Analysis
- Interviews
- Participant Observation
- Story telling





# **Template Analysis**

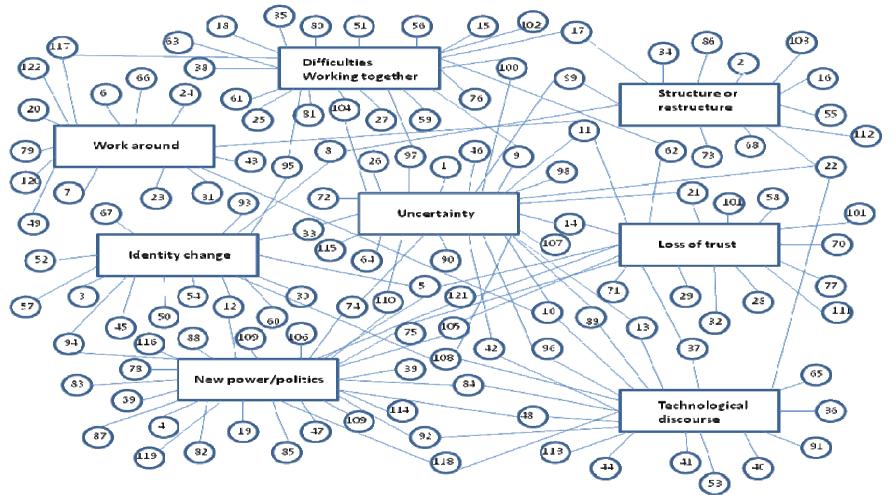
I. Formal Practices	I.1 Admissions and Enrolment
	I.2 Marks Entry
	I.3 Exam Boards
	I.4 Producing Reports and Statistics
<b>II. Informal Practices</b>	<b>II.1</b> Does not work for all schools
	<b>II.2</b> SITS is too difficult
	II.3 Informal system outside SITS
III. Artefacts	III.1 Physical Manifestations
	<b>III.2</b> Verbal Manifestations – Jokes and Humour
	III.3 Verbal Manifestations – Jargon
	<b>III.4</b> Verbal Manifestations – Stories
	• The Oracle failure and the Chaos that came with SITS ( <b>III.4.1</b> )
	• Life after SITS (III.4.2)
	• SITS hinders innovation ( <b>III.4.3</b> )
	III.5 Verbal Manifestations – Heroes
	<b>III.6</b> Behavioural Manifestation – Rituals
	• Training (III.6.1)
<b>IV. Values and Beliefs</b>	IV.1 Issues of Trust
	• Lack of trust in the SITS system ( <b>IV.1.1</b> )
	• Lack of trust between members of staff (IV.1.2)
	IV.2 Academics are undermined
	<b>IV.3</b> It is not my fault!
	IV.4 Administrators and academics do not get along
V. Assumptions	V.1 A better life for staff at EducationCom



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# **Findings**





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