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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

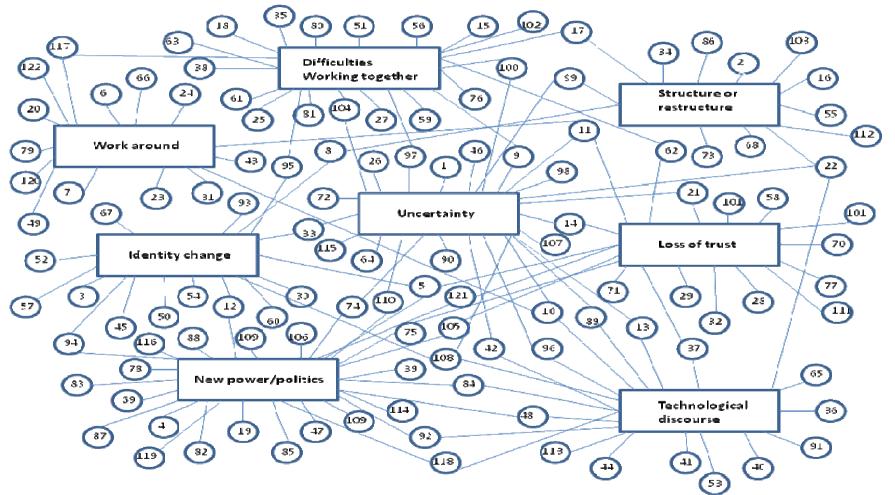
I. Formal Practices	I.1 Admissions and Enrolment
	I.2 Marks Entry
	I.3 Exam Boards
	I.4 Producing Reports and Statistics
II. Informal Practices	II.1 Does not work for all schools
	II.2 SITS is too difficult
	II.3 Informal system outside SITS
III. Artefacts	III.1 Physical Manifestations
	III.2 Verbal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