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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

<b>I. Formal Practices</b>	<b>I.1</b> Admissions and Enrolment <b>I.2</b> Marks Entry <b>I.3</b> Exam Boards <b>I.4</b> 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 <b>II.3</b> Informal system outside SITS
<b>III. Artefacts</b>	<b>III.1</b> Physical Manifestations <b>III.2</b> Verbal Manifestations – Jokes and Humour <b>III.3</b> Verbal Manifestations – Jargon <b>III.4</b> Verbal Manifestations – Stories <ul style="list-style-type: none"> <li>• The Oracle failure and the Chaos that came with SITS (<b>III.4.1</b>)</li> <li>• Life after SITS (<b>III.4.2</b>)</li> <li>• SITS hinders innovation (<b>III.4.3</b>)</li> </ul> <b>III.5</b> Verbal Manifestations – Heroes <b>III.6</b> Behavioural Manifestation – Rituals <ul style="list-style-type: none"> <li>• Training (<b>III.6.1</b>)</li> </ul>
<b>IV. Values and Beliefs</b>	<b>IV.1</b> Issues of Trust <ul style="list-style-type: none"> <li>• Lack of trust in the SITS system (<b>IV.1.1</b>)</li> <li>• Lack of trust between members of staff (<b>IV.1.2</b>)</li> </ul> <b>IV.2</b> Academics are undermined <b>IV.3</b> It is not my fault! <b>IV.4</b> Administrators and academics do not get along
<b>V. Assumptions</b>	<b>V.1</b> A better life for staff at EducationCom



# Findings

