**CIS 410**

**Management of Information Systems**

**Fall Term 2012**

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Office Hours: M W 12:00 – 1:30

and by appointment, if necessary.

**Texts:**

Cash, et. al. Building the Information Age Organization  (Course-pack Only Available at Gray's)

Goldratt, E.  The Goal

Goldratt, E. Necessary, but not Sufficient

Adam, S.  The Dilbert Principle

Kalakota and Robinson  e-Business 2.0: Roadmap for Success

Morgan, Gareth. Images of Organization

Hammer, Michael. The Reengineering Revolution

**COURSE DESCRIPTION**

Prerequisites: CIS 310, CIS 320, CIS 350. Explores strategic development of information technology; value chain analysis and its application to information resource management; information systems planning; organizing, staffing, and controlling the deployment of information technology; the development of an IT platform and architecture consistent with organizational structure.

**COURSE OBJECTIVES**

This course provides a broad overview of the information systems management function. The course emphasizes information systems management by familiarizing the student with MIS planning, organizing and control. Other topics of interest include control of user services, strategic information use, and other current IT issues such as end user computing, expert systems, distributed systems, client server, etc. The course will cover a broad range of topics to acquaint the student with areas encompassed within MIS management.

**CONDUCT OF COURSE**

This course will be conducted as a combination of class discussion and written work. The student should expect to be very involved in class discussions as they may be called upon periodically to lead the class through various MIS topics by presenting on those topics.

**GRADING POLICIES**

A. All assignments are due on the date announced. Failure to submit the assignments on those dates will result in deduction of 10% of the grade per late day, to a maximum of 50% of the grade. All assignments are graded on a 100 point scale. All late work not submitted by the first day of the finals week becomes a zero. All office hours are null and void beginning with Reading Day.

B. You are responsible for all readings and lecture material. If you have difficulty understanding the material, ask questions in class. I will be asking you questions as a part of the class interaction in the discussions.  Lack of preparation for these discussions reduces your participation grade.

C. There will be NO grade curve. I will assign NO incompletes as final grades.

D. Exam dates are a part of the class schedule. Failure to appear for an exam will result in the assignment of a zero for that exam, no exception. If you are going to miss an exam, contact me 24 hours PRIOR to the administration of that exam.  There may be several unannounced quizzes during the term to test material comprehension.  The quizzes will start at the beginning of the class meeting.  They will be averaged with the cases.

E. There will be several writing assignments in this class. It is expected that your writing will conform to Standard English grammar and form. Please attempt to be as professional as possible in all written work and the presentations. Written work is an opportunity to demonstrate your familiarity with material, so treat it as such.

F. All members of this course will prepare a professional career portfolio, of sufficient quality that it may be used in an interview situation. The content and features of the portfolio are described in Blackboard, and milestones will be assigned during the semester to make sure that you are making adequate progress in preparing it. This portfolio will be assessed and graded by a member of the CIS department prior to the end of the course. Failure to adequately prepare this portfolio will result in a failure of this course.

**CLASS ATTENDANCE**

A. In order to stay in the course, I must have proof of all prerequisites by second meeting of the course.  Unofficial transcripts are acceptable as proof.

B.  Please make every effort to make it to class on time. It is disruptive to the class to have members arriving more than ten minutes late.  If you are more than ten minutes late, wait until the break, then come in. Turn off all cell phones and beepers prior to entering class.  If the class meeting is interrupted by a phone or beeper, the owner of that device will hand write a personal note of apology to each attendee of that class meeting, to be delivered by the next class meeting.  Failure to do so will result in a 10% reduction in that students course grade.

C. It is expected that when you arrive for class, you are prepared for that class meeting. When called on in class, if you are unable to participate, expect your participation grade to reflect it. You will start every class meeting with full participation credit. Failure to become involved in class discussions reduces that credit. Quality, not quantity of the participation is most important.

D.  Whereas class attendance is not a grading criterion, participation will be.  Prepare to be active in class discussions and to spend time outside of class on other assignments.  If I call on you in class to participate and you cannot / will not, I will reduce your marks for that meeting.

E.  It is important to come to class and take good notes. If you miss a meeting for whatever reason, get the notes from someone in class. I will not release my notes to students.  On those dates we have industry speakers, attendance is mandatory, and will be taken.  Unexcused absences on those dates will result in a severe reduction in your participation grade.

F.  Use of laptops should be limited to taking notes and following the discussion.  Any other distraction caused by use of a laptop will result in the student(s) being asked to leave the class meeting, and loss of participation points for that meeting.  Two such disruptions and the student(s) will be removed from the course.

**CLASS PRESENTATIONS**

You may be expected to lead the class in discussions of the readings. This is your opportunity to practice verbal and presentation skills, which are necessary skills for an MIS professional. Each student will present at least once during the duration of the course. It is possible that I will cold call members of the class, and any apparent lack of preparation will result in a lowering of your participation score for that meeting. Be prepared to contribute at all times.  You should be prepared to contribute to each class discussion, and to contribute during each meeting. If you do not, expect that you will do no better than 50% participation for that meeting.

**GRADING**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| A =  B =  C =  D =  F = | 500 - 450  450 - 400  399 - 350  349 - 300  299 - less |  | Participation  Cases  Midterms  Paper  Final  Portfolio | 50  125  75  150  75  25 |

**COURSE CHANGES**

It is possible, due to extenuating circumstances, that exact coverage and sequencing of course content, grading criteria and weights may change. Students will be notified as far in advance of such changes.

**CLASS PARTICIPATION**

Students are expected to read all assigned materials thoroughly prior to attending class and to be prepared to discuss such materials during the meeting. Students may be called upon to comment on the material without volunteering. Class participation is an important part of the learning process in this course, and your willingness to add to the class interaction enriches the learning experience. I assume that you all have an interest in the subject matter discussed as you all will be IT professionals, so an active interest in the material is expected. Participation includes responding to questions from the instructor, but can also mean asking questions in class. Quality of interaction is just as important as quantity; each student will be expected to make an effort to contribute to discussions, but the relative quality of the contribution will also be considered during evaluation.  Physical presence in class does not constitute participation. Do not expect to receive points for physical presence alone; it is necessary but not sufficient.

**ASSIGNED READINGS**

For readings, be prepared to present a brief summary of the material, identifying the most important issues raised by the material. I will not repeat the material in the readings during the discussion: I will expect you to have read it and are ready to comment upon it. I suggest that you prepare a short summary of the readings to have handy during the discussions, as it will key you to the salient issues, as well as being handy at exam time.

**CASES**

When a case is assigned, you should thoroughly analyze it prior to class. This does not mean simply reading it through once. You should be prepared to orally present a complete case analysis during class time. A concise, but relatively complete, case analysis should take between 10 and 20 minutes to present. Cases are accompanied by questions which you should be prepared to address in the analysis. Integrate the answers in the analysis you complete. An outline is a simple means to accomplish this.  If I call on you to present a case, and you are not prepared to do so in that meeting, you owe me a ten page paper analyzing that case, to be submitted by the next class meeting.  Failure to submit that paper results in a deduction of 50 points from your final course grade.

An analysis should begin with some conclusion and/or recommendation for the case. A logical analysis should follow, supporting your conclusions. The analysis should not just be a recitation of the case facts, but those facts in the context of support for your conclusions.

The means to prepare the case, and the conclusions derived thereof, should differ from person to person. You will need to work through a means that works for you. The following approach may help you get started:

(I) Skim the case to identify what it is about, what kind of data it includes, and what data may be missing. Perform your five forces IC analysis; identify the organizational mission; identify the company’s generic strategy; identify the organization’s organizational structure.

(ii) Read thoroughly the case slowly, highlighting the key points. What is the main problem area? Identify the key stakeholders in the case who are affected by the key points.

(iii) Go through the case again to sort out the relevant considerations for each problem area, develop alternative courses of action. Base those courses of action on the theory discussed in the course.  Higher credit will be given for greater appropriate use of the theory in your recommendations.

(iv) Analyze the impact of each course of action on the identified stakeholders. Recommend the best of the feasible actions, supported by the facts from the case.  Cite from the texts support for your recommendations.

At least six written cases will be required during the term, ready to hand in at the beginning of the meeting they are assigned for. They must be word processed, double spaced, stapled at the top left corner, and relatively well proof-read. The cases should be concise and to the point, explicitly stating all conclusions, assumptions, facts, etc. An acceptable approach is to state your findings, identify the key issues, and recommend specific actions. SWOT analysis is another good approach. Good written cases are usually between 5 and 6 double spaced pages.

**EXAMS**

Exams could be taken as take home exams via Blackboard, or given as in class exams.  Failure to appear for or submit an exam on time will result in the assignment of a zero for that exam, no exception or appeals.  All exam materials become property of the instructor after completion.

**Course Prerequisite Policy**

Course prerequisites are established based on the knowledge and skills students need in order to master the course material. Without this foundation, students are not prepared to succeed in the course.

In order to ensure that students are prepared for their courses, the CIS faculty has adopted the following policy in enforcing course prerequisites:

Students must have completed the course prerequisites in order to attend the course.

The course instructor is responsible for verifying that course prerequisites have been met.

In cases where automated support is not sufficient, the instructor will ask the student to provide unofficial transcripts or program sheets (from COB Advising Office) as demonstration that the course prerequisites have been met. Prerequisite verification must be completed by the end of the second week of classes.

The course instructor will inform students who have not met the course prerequisites that they will be administratively removed from the course if they do not withdraw. In the fourth week of classes, the course instructor will provide the department chair with the names of students who are attending the course, but who have not met the course prerequisites. These students will be removed by the fifth week of classes.

1 Exceptions may be granted on an individual basis, upon the recommendation of the course instructor and the approval of the department chair.

Americans with Disabilities Act

  "The University of Louisville is committed to providing equal opportunity for persons with disabilities. This commitment includes complying with the Americans with Disabilities Act of 1990 (ADA), and Sections 504 and 508 of the Rehabilitation Act of 1973. In addition, all of the University’s websites and online courses will comply with the web page design standards established by the World Wide Web Consortium (W3C). The University of Louisville strives to maintain a barrier-free, welcoming environment for everybody.

The ADA Coordinator, located in the Affirmative Action Office (502 852-6688), will monitor compliance and assist all unit heads in meeting equal opportunity obligations. The University Disability Resource Center staff (502 852-6938) will assist the University community by serving as an information resource center and coordinating support services for students with disabilities. No otherwise qualified individual with a disability shall, solely by reason of such disability, be excluded from participation in, be denied benefits of, or be subjected to discrimination in University programs. The President, Board of Trustees, Student Government, Faculty and Staff Senates affirm the University’s long standing and continuing commitment to Equal Opportunities for persons with disabilities."

University of Louisville Undergraduate Catalog, Fall 2006 through Summer 2008, page 21

**CODE OF STUDENT RIGHTS AND RESPONSIBILITIES**

"Every student is expected to be thoroughly familiar with the University's Code of Student Rights and Responsibilities and Student Conduct which can be found in the 'General Information' section of this catalog.

Every student is responsible for reading the academic policies in the Undergraduate Catalog and official announcements of the College of Business and for abiding by such regulations.

Specifically, every student is responsible for knowing the grade point averages and program requirements needed for graduation. Students are encouraged to see a COB academic advisor to clarify any questions or concerns.

Along with preparing for and attending class, each student has the responsibility to promote high academic standards.

Students are expected to cooperate in all classes with faculty members to achieve an optimal learning environment. Inappropriate classroom behavior may result in the student being withdrawn from the course, and potentially assigned academic penalties. Inappropriate classroom behavior will be dealt with in the same manner as academic dishonesty.

The COB will not tolerate academic dishonesty. The COB has a strong policy of academic discipline for action against students who commit academic dishonesty or conduct themselves inappropriately in the classroom. A proven case of academic dishonesty will normally result in the student being denied admission to or dismissed from the COB.

Academic dishonesty is defined by the Code of Student Conduct in the Undergraduate Catalog. Its definition pertains to but is not limited to cheating, fabrication, falsification, multiple submission, plagiarism, and complicity. It is the student’s responsibility to maintain high standards of ethical conduct, and intellectual integrity and to be familiar with the definition of academic dishonestly.

As evidence of the seriousness with which the COB regards these matters, academic dishonesty allegations are handled in accordance with COB Procedures for Dealing with Academic Dishonesty."

University of Louisville Undergraduate Catalog, Fall 2006 through Summer 2008, page 43.

**CIS Faculty Statement regarding Academic Dishonesty**

The CIS faculty takes violations of the university policy on academic dishonesty seriously. Students are encouraged to review the policy and to understand the consequences of any action that is proven to be a violation of the policy.

Students are expected to do their own work when assignments and exams require individual work. For example, students may not copy the work of others, either manually or electronically, under these conditions. Further, students who allow their work to be copied by others risk violation of the academic dishonesty policy.

The CIS faculty will take full and complete action against any student who violates the academic dishonesty policy. In proven cases of violation of the policy, students may be suspended from the College of Business, as stipulated in the University of Louisville undergraduate and graduate catalogs. Cases of academic dishonesty will be processed in accordance with College of Business procedures.

**Statement Regarding Academic Dishonesty for this Course**

 Any materials that are turned in for credit in this course are expected to reflect individual student effort. While I encourage you to work together in study groups to help understand the theories and materials in the course, everything you write for me must reflect your own work. Academic Dishonesty discovered in this course will be dealt with in the following fashion:   If the work submitted by you is not your own work, I will deal with it in by failing you in the course, and pursuing whatever policies violated pursuant to the Code of Student Rights and Responsibilities, the Computer Information Systems Faculty Statement Regarding Academic Dishonesty, and the College of Business Procedures for Dealing with Academic Dishonesty.  In a severe scenario, you will be removed from the College.

This includes using any un-cited materials found on the web.  For example: if you use electronic material from a not-for-profit’s web site, it must be appropriately cited. If you do not cite it, I assume you wrote it. If I find you used material you did not write, reference the above passage: that will be the outcome. Once more: any attempt at plagiarism in this course will meet with your failing the course and probably additional, more severe consequences.

 Organizational Strategic Assessment

 In conjunction with the Center for Non-Profit Software Services, the following project may be done in the place of the company project:  A small team of students will be sent to consult with a not-for-profit organization to perform an assessment of the consistency of their information technology infrastructure with the stated strategies and goals.  These organizations will be drawn from the CIS 320 and 420 clients. The faculty member and team will meet with the client to establish the relationship and set the parameters for the project.  The faculty member will monitor communications between the student and the organization’s reps, and will attend the students’ final presentations to the organization’s reps. Each student will develop at least a 20 page  report independent of the other students in the group. The instructor of the course will act as the project manager and will deliver the final report(s) to the client.  The final report will be a summary of the reports developed by the students.

 The deliverable will encompass, but is not limited to, the following:

     A technology inventory that accounts for all hardware and software used by the organization.

     An analysis that describes the state of the IT infrastructure and systems in relation to the organization’s strategic plan.

    An analysis that describes which of the Center’s infrastructure services and common solutions are candidates for adoption by the organization.

    A summary of the alignment of IT with the organization’s strategic plan and how the Center’s services may be used to fulfill its strategic plan.

   A gap analysis of where the present infrastructure is inadequate to address future directions.

...among other things. I expect that you will interview the appropriate IT officials (if any) and the executive director(s) within the organization. Try to limit your contact time with them as their time is usually very limited. Three or four visits to the site to interview managers should cover the data you will need. Go armed with questions and issues to facilitate the discussions. You must work into the paper the literature and theories you are given during class, text materials, etc. to receive superior credit for the project. There should be some sort of bibliography at the end of the paper.  Minimum page limit for this assignment is 20 pages, exclusive of title page, executive summary, figures, appendices, etc.  Each page less the limit is a 10% deduction of the final grade for the project.  The paper should have a title page, and must be appropriately cited, which includes any content found on the Web.

The paper must have at least 85% original content (meaning you wrote it).  I will not accept material that is copied from existing organizational documents, except as cited excerpts which support specific points you are making.  Utilization of such material beyond the bounds described above will constitute, in my opinion, an attempt at plagiarism, with its associated penalties (please see **Statement regarding Academic Dishonesty for this Course** above). Please do not end a page at the end of a section, and then begin the next section on the following page.  I will start subtracting those blank pages from the total of the paper if this approach is used, with the accompanying reduction in grade. Try not to get too creative with the spacing and fonts.  I will expect the paper to be stapled, top left corner, the pages will be numbered, and the paper will have an executive summary at the beginning.  The executive summary does not count as pages in the page total.

Twice during the term, I may ask for milestones concerning the project. These milestones will be un-graded, and used by me to judge your progress with the project. The first milestone is a one page summary which proposes what organization you are doing and some general background. The second milestone is a 1½ to 2 page summary, showing the progress from milestone one.

At the conclusion of the term, each class member may be asked to present (15 minutes) the findings of the project to the class. More on this later.

**COMPANY PROJECTS**

To more fully utilize the theories examined in the course, you may be required to analyze the IT strategies of some company of your own choosing. The analysis is to center on the same format as a case write up, but in much more detail. I suggest that you use a company that you are very familiar with, such as one you have/are co-oping with, or one you wish to be employed by. Research where they are now, what their future direction is, and what they are doing with IT to move in that direction.

Contact someone within the company who can give you assistance with the data gathering portion of the project, then complete the analysis by drawing what you feel are appropriate conclusions. If confidentiality of the data gathered is a problem, state that the paper will be considered proprietary, and will be shredded after evaluation. All other papers will be considered as sources of data by the instructor.

You will need to make note of:

    Five Forces ICA; Organizational Structure

   Major information flows in the organization

Major projects being undertaken

    Level of user involvement

    Labor characteristics of the IT function

    Charging for the IT function

    Topology of the IT function

...among other things. I expect that you will interview the appropriate IT officials within the company. Try to limit your contact time with them as their time is very limited usually. Three or four visits to the site to interview managers should cover the data you will need. Go armed with questions and issues to facilitate the discussions. Try to work into the paper the literature you are given during class, text materials, etc. There should be some sort of bibliography at the end of the paper.

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