**CIS360 Reflection Paper #3: IT Sourcing & Cloud Strategies**

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| **Requirements:** | Turn in a **hard-copy, word-processed document** that answers the questions below. |

1. Is cloud computing the same as outsourcing? Explain. *(1-2 sentences)*
2. Most **large organizations** advocate “**right-sourcing**” versus total outsourcing or total insourcing. The challenge for these organizations, who do have internal IT departments (e.g., like JBS, or EY), is to decide which service to outsource and which to insource (and then the related decision of to whom to outsource). How do you think they make these decisions--in general, what kinds of IT systems or services should be outsourced versus insourced, and why? *(1 paragraph)*
3. Answer the following questions based on the “Cloud Services for SMEs” article (i.e., the four business cases of Tango Card, Art-World, The Dana Foundation, and Diesel Direct).
   1. Why are small, start-up companies in recent years often “born in the cloud” (i.e., what benefits do they expect to receive, or what motivates this decision)? How does this compare to the reasons that older, more established small- and medium-sized enterprises (SMEs) are now moving to the cloud? Use at least two of the cases in the article to illustrate your points. *(1 paragraph)*
   2. How can a SME combine cloud computing with custom development? Use at least one of the cases in the article to illustrate this hybrid sourcing strategy. *(1 paragraph)*
4. In the “Does Conventional Wisdom Apply” case study, the management team of RBB is considering whether to upgrade their existing IT infrastructure and sales and accounting systems, or migrate to an SaaS provider. Assume the directors/managers are asking for your help in the decision making process.
   1. Use the table on the following page (similar to the one used by the EY guest speakers in their presentation) to outline the risks that RBB should consider if they go with an SaaS provider for sales and accounting functionality. Assign probability and impact numbers (each on a scale of 1 to 5, 1 being low and 5 being high), and identify potential controls that could be implemented to lessen each of the risks. Briefly explain your rationale for the probability and impact numbers.
   2. Do you think upgrading is a better alternative than moving to SaaS? Why or why not? *(1 paragraph)*
   3. Are there other alternatives you think RBB should consider? Explain. *(1 paragraph)*
   4. What advice would you give to the management team to help them in their decision-making process? What next steps would you recommend, and why? *(1 paragraph)*

Note: This case study is in draft mode, so it still needs work! Feel free to state assumptions or do some internet research to help in responding to #4.

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| Risk | Possible Outcomes | Probability | Impact | Overall  Rating | Potential Controls |
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