

**UNIVERSITY OF  
LOUISVILLE®**  

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**COLLEGE OF BUSINESS**

**Management of Information Systems  
CIS 410-01  
Fall, 2018**

<b>I. Professor / Instructor</b>	
<b>Instructor</b>	Dr. Robert M. Barker
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<b>Office hours</b>	Mondays - Thursday 10:45 p.m. - 12:45 p.m. and by appointment

<b>II. Course Information</b>	
<b>Class time / Room</b>	T Th 8:00 – 9:15 BUS 003
<b>Required text</b>	<ul style="list-style-type: none"> <li>• Cash, et. al. <u>Building the Information Age Organization</u> (Course-pack Only Available at Gray's)</li> <li>• Goldratt, E. <u>The Goal</u></li> <li>• Goldratt, E. <u>Necessary, but not Sufficient</u></li> <li>• Adam, S. <u>The Dilbert Principle</u></li> <li>• Kalakota and Robinson <u>e-Business 2.0: Roadmap for Success</u></li> <li>• Morgan, Gareth. <u>Images of Organization</u></li> <li>• Hammer, Michael. <u>The Reengineering Revolution</u></li> </ul>
<b>Course Description</b>	Three semester hours. 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. Successful completion of the course requires submission of a written Strategic Assessment of the information systems architecture of a not-for-profit organization in the Louisville Metro community. The strategic assessment will include a

	<p>comprehensive hardware and software audit of the entire enterprise; assessment of the strategic goals and competitive objectives of the organization; and will culminate in a gap analysis of how the organization can better invest in and deploy information technology to enable better achievement of its organizational mission. Clients for this assessment project will come from the NFP community in Louisville.</p>
<b>Prerequisites</b>	<p>CIS 310, CIS 320, CIS 350</p> <p>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.</p> <p>In order to ensure that students are prepared for their courses, the CIS faculty has adopted the following policy in enforcing course prerequisites:</p> <p>Students must have completed the course prerequisites in order to attend the course.</p> <p>The course instructor is responsible for verifying that course prerequisites have been met.</p> <p>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.</p> <p>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.</p> <p>1. Exceptions may be granted on an individual basis, upon the recommendation of the course instructor and the approval of the department chair.</p>
<b>Learning Objectives</b>	<p>This course provides a broad overview of the information systems management function. The course emphasizes information systems management by familiarizing the student with IT planning, organizing and control. Other topics of interest include control of user services, strategic information use, and other current IT issues such as end</p>

	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 IT management.
<b>Teaching / Learning pedagogy</b>	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 IT topics by presenting on those topics. Be prepared to spend several hours a week outside of class preparing for our class meetings.
<b>Organizational Strategic Assessment</b>	<p>In conjunction with the Center for Non-Profit Innovation, 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 the pool drawn from for 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.</p> <p>The deliverable will encompass, but is not limited to, the following:</p> <ul style="list-style-type: none"> <li>• A technology inventory that accounts for all hardware and software used by the organization.</li> <li>• An analysis that describes the state of the IT infrastructure and systems in relation to the organization's strategic plan.</li> <li>• An analysis that describes which of the Center's infrastructure services and common solutions are candidates for adoption by the organization.</li> <li>• 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.</li> </ul>

	<ul style="list-style-type: none"> <li>• A gap analysis of where the present infrastructure is inadequate to address future directions.</li> </ul> <p>...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.</p> <p>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 <b><u>Statement regarding Academic Dishonesty for this Course</u></b> 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.</p> <p>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.</p>
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	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.
<b>Company Projects</b>	<p>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.</p> <p>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.</p> <p>You will need to make note of:</p> <ul style="list-style-type: none"> <li>• Five Forces ICA;</li> <li>• Organizational Structure</li> <li>• Major information flows in the organization</li> <li>• Major projects being undertaken</li> <li>• Level of user involvement</li> <li>• Labor characteristics of the IT function</li> <li>• Charging for the IT function</li> <li>• Topology of the IT function</li> </ul> <p>...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.</p> <p>Twice during the term, I will ask for milestones concerning the project. These milestones will be ungraded, and used by me to judge your progress with the project. The first milestone is a one page summary which proposes what company you are doing and some general background. The</p>

	second milestone is a 1½ to 2 page summary, showing the progress from milestone one. At the conclusion of the term, each class member will present (15 minutes) the findings of the project to the class.
<b>Final drop date</b>	See: <a href="http://louisville.edu/calendars/academic/undergrad-grad.html">http://louisville.edu/calendars/academic/undergrad-grad.html</a>
<b>Expectations of outside time required for class</b>	To be successful you should allow at least 6 – 8 hours for reading, research and study time each week.

<b>III. Evaluation</b>			
<b>Grading Scale</b>	A= 90 to 100% D= 60 to 69.99%	B= 80 to 89.99% F= below 60%	C= 70 to 79.99%
<b>Grading Scheme</b>	<b>Grading component</b>	<b>Weighted grading percentage</b>	
	Participation	10%	
	Cases / Quizzes	25%	
	Mid-term exam	15%	
	Paper	30%	
	Final exam	15%	
	Portfolio	5%	
	Total	100%	

	IV. COURSE SCHEDULE FOR 410	Monday / Wednesday
Week of:	Topic:	Assignment
8/21	Introduction / readings <b>Due: Resume / Cover letter review.</b>	Kalakota 1 and 2; Mallach 1 Mallach 2 and Seven Skills (in Blackboard Course Documents).  <a href="#">Attitude Video</a>
8/28	Porter ICA; The Goal / Images of Organization  Concepts and Foundations	Goldratt; Morgan 1
9/4	The Goal / Images of Organization <b>Due: Case: (Burlington Northern)</b>	Cash 1, Fried 1,2  Case 1-1 <a href="#">Case Rationale</a>
9/11	Organizational Structure  Drucker <b>Due: Case Write-up (APEX)</b>	Cash 2, Fried 3,5  Morgan 2-3  Readings 1 and 2 (Blackboard)  Cases 2.1
9/18	IT Control Systems	Chapter 3  Morgan 5,6  Case 3.3
9/25	IT Architecture <b>Due: Case Write-up: Symmantec</b>  <b>Company Project Milestone</b>	Cash 4, Fried 5,6,7  Case 4.2  Case: <a href="#">Information Security</a>
10/2	E-Commerce	Adams 11-19  Case 7.4,5

	<a href="https://www.linkedin.com/pulse/how-mobile-drive-innovation-inclusion-democratization-william-ready">https://www.linkedin.com/pulse/how-mobile-drive-innovation-inclusion-democratization-william-ready</a>  <a href="#">Afuah and Tucci Chapters</a>	Kalakota 1 – 12
10/9	E-Commerce  e-business  <b>Due: Case Write-up (Webvan)</b>  <a href="#">Afuah and Tucci Chapters</a>	Kalakota 1 -12;  Adams 11-19  Case 7.4,5
10/16	<b>Midterm Exam</b>	<b>Midterm Exam</b>
10/23	IT and the Individual  <b><u>Watch: The Documentary "The Corporation"</u></b> <i>You can rent the DVD or download it. There are free chapters on YouTube.</i>  <b>Due: Case Write-up (Agrico)</b>	Cash 5, Adams 1-8  Morgan 6, 7, 9  Cases 5.1, 2, 3; Motivation Folder in <b>Blackboard Course Documents</b>
10/30	IT and the Individual  <b><u>Watch: The Documentary "The Corporation"</u></b> <i>You can rent the DVD or download it. There are free chapters on YouTube.</i>  <b>Due: Case Write-up (IRS)</b>	Cash 5, Adams 1-8; Morgan 6, 7, 9; Cases 5.1, 2, 3; <a href="#">Organizations as Sociopaths</a>
11/6	IT and the Individual  <b>Due: Case Write-up (Waco)</b>	
11/13	IT in Organizations  <b>Due: Case Write-up (Connor Metal)</b>	Cash 6, Fried 9,11  Cases 6.3
11/20	IT and Business Transformations / Thanksgiving	Cash 8,  Fried 15,16; Hammer <i>Re-engineering Revolution</i>  Adams 20-24



		Morgan 4, 8 Case 8.2
11/27	IT and Tomorrow's Manager <b>Due: Case Write-up (Denver Airport); Portfolios</b>	Cash 9, Fried 18 Case 9.1 Goldratt: <b>NBNS</b> <b>Portfolio Reviews</b> Strategic Assessments
12/3	Team Building	
12/12	<b>Thurs., Dec. 6, 8:00AM - 10:30AM</b> <b>Due: Final Exams – via BB</b>	Final Exams; Self Evaluation Forms

V. Additional Work Details	
<b>Grading Policies</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Quizzes will be administered in the first five minutes of the class meeting – the quiz scores will be averaged with the case grades.</li> <li>• You are responsible for all readings and lecture material; readings shown on the syllabus schedule should be done ahead of the first class meeting for the week. 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.</li> <li>• There will be NO grade curve. I will assign NO incompletes as final grades.</li> <li>• Exam dates are a part of the class schedule. Failure to appear for an exam will result in the assignment of a zero</li> </ul>

	<p>for that exam, no exception. If you are going to miss an exam, contact me 24 hours <u>PRIOR</u> to the administration of that exam.</p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• All members of this course are required to join LinkedIn, the business social media networking system, by the second week of the course. You are to establish a small network of your peers and the instructor. Failure to do this will reduce your final course grade 5%.</li> <li>• 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.</li> </ul>
<b>Class Presentations</b>	<p>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.</p>
<b>Cases</b>	<p>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.</p>

	<p>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.</p> <p>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:</p> <p>(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.</p> <p>(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.</p> <p>(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.</p> <p>(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. <b>You will need to use at least six (6) cites per case; each cite you neglect to add will cost you five (5) points. Citations from the case DO NOT COUNT as citations; cites from the texts do.</b></p> <p>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.</p>
<b>Exams</b>	<p>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. Exam questions are essay questions - <b>You will need to use at least eight (8) cites per answer; each cite you neglect to add will cost you three (3) points.</b></p>

<b>Participation/ Class Contributions</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• 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</li> </ul>
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	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.
<b>Assigned Readings</b>	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.
<b>Schedule Changes</b>	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.

<b>V1. Student Responsibilities / College and University Issues</b>	
<b>University of Louisville student conduct and responsibilities</b>	This course will abide by University of Louisville student conduct and responsibilities with regards to ethics and related issues: <a href="http://louisville.edu/dos/students/policies-procedures/student-handbook.html#codeofstudentconduct">http://louisville.edu/dos/students/policies-procedures/student-handbook.html#codeofstudentconduct</a>
<b>College of Business student conduct and responsibilities</b>	This course will abide by College of Business student conduct and responsibilities with regards to ethics and related issues: <a href="http://business.louisville.edu/students/college-of-business-academic-dishonesty-policy">http://business.louisville.edu/students/college-of-business-academic-dishonesty-policy</a>
<b><u>Title IX/Clery Act Notification</u></b>	<p>Sexual misconduct (including sexual harassment, sexual assault, and any other nonconsensual behavior of a sexual nature) and sex discrimination violate University policies. Students experiencing such behavior may obtain <b>confidential</b> support from the PEACC Program (852-2663), Counseling Center (852-6585), and Campus Health Services (852-6479). To report sexual misconduct or sex discrimination, contact the Dean of Students (852-5787) or University of Louisville Police (852-6111).</p> <p>Disclosure to <b>University faculty or instructors</b> of sexual misconduct, domestic violence, dating violence, or sex discrimination occurring on campus, in a University-sponsored program, or involving a campus visitor or University student or employee (whether current or former) is <b>not confidential</b> under Title IX. Faculty and instructors must forward such reports, including names and circumstances, to the University's Title IX officer.</p> <p>For more information, see the Sexual Misconduct Resource Guide</p>

	( <a href="http://louisville.edu/hr/employeerelations/sexual-misconduct-brochure">http://louisville.edu/hr/employeerelations/sexual-misconduct-brochure</a> ).
<b>Religious holiday conflict policy</b>	<a href="http://louisville.edu/diversity/resources/work-restricted-holy-day-policies-calendar.html">http://louisville.edu/diversity/resources/work-restricted-holy-day-policies-calendar.html</a>
<b>University policy on equal access</b>	<a href="http://louisville.edu/disability/policies-procedures">http://louisville.edu/disability/policies-procedures</a>
<b>Classroom policy</b>	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.