Content Area	Notes	Reference
Instructor Information		
Department	Management	
Name	Roger Alan Pick	
Contact Information	Phone: +1 (816) 235-2336 FAX: +1 (816) 235-6560 E-Mail: pickr@umkc.edu (preferred contact method) To make an appointment: speak to me before or after class or send an email requesting the appointment; in that first email, list a couple of times that would work well for you.	
Class Meeting Time/Place	Thursdays 7:00 pm – 9:45 / Bloch Heritage Hall 101 (in the older building)	
Semester Offered	Spring, 2018 1st Half	
Instructor Office Hours and Office Location	Office: Bloch Heritage Hall 237 Hours: by drop-in and by appointment.	
Catalog Information		
Subject/Curricular Designation	Management Information Systems (MIS)	www.umkc.edu/catalog
Catalog Number	5503	www.umkc.edu/catalog
Course Title	Management Information Systems	www.umkc.edu/catalog
Course Description	A survey of topics concerning information technology management in the twenty-first century. The course examines information technologies as they influence the structure and processes of organizations, and as they influence the roles and techniques of management.	www.umkc.edu/catalog
Credit Hours	1.5	www.umkc.edu/catalog
Prerequisites/Co-Requisites	Completion of or concurrent enrollment in the following UMKC courses: Accounting 5501, Management 5502, and Finance 5504 or equivalent courses from elsewhere.	www.umkc.edu/catalog
Restrictions/Exclusions		
Course Component (format)	Lecture Required	
Course Instructional Mode	Classroom Based	
Course Information		
Required and Recommended Materials	A custom course book containing cases must be purchased from either the UMKC bookstore (printed copy) or Harvard Business School Publishing (files for download; credit or debit cards accepted) for under $25. For an additional charge, you may have a printed, bound coursepack shipped to you. The link is http://cb.hbsp.harvard.edu/cbmp/access/72217895 . If you have problems reaching the download site, try again in fifteen minutes. If the problem repeats, contact Harvard Business Publishing Customer Service at 800-545-7685 or custserv@hbsp.harvard.edu. All students are expected to purchase and read these materials, consisting of the following cases:	

- Marco Iansiti and Alain Serels, Microsoft Server and Tools, #9613031
- Robert D. Austin, CMM versus Agile: Methodology Wars in Software Development, #607084 (fictional case)
- Michael Parent, WaterCo Customer Information and Billing System (A), #W16137 (disguised case)
- Robert D. Austin, Richard L. Nolan, Mark Cotteleer, Cisco Systems, Inc.: Implementing ERP, #699022
- F. Warren McFarlan, Enabling Business Strategy with IT at the World Bank, #304055

Following cases are available in printed form at no charge and will be handed out early in the semester:

- F. Warren McFarlan, Robert D. Austin, Caregroup, #303097
- Robert D. Austin, Jeremy C. Short, IPremier Co. (A): Denial of Service Attack, #609092 (fictional case)

Unless indicated otherwise, these cases are descriptions of actual managerial situations.

Evaluation and Grading Criteria	**Grading**: The end-term exam will be worth 50 points. Each case discussion will be worth 10 points, with the lowest two dropped. Thus, there are 100 points possible. Plus and minus grades are used on those relatively rare occasions when a student's numerical grade is on the boundary between two letter grade ranges. **Exams:** There will be one short-essay and objective exam. The time for the exam will be limited to 120 minutes. If possible, I would like for everyone to bring a laptop to class for the exam. If everyone owns or can borrow a laptop, the exam will be open book/open notes/open Internet. ~~You may bring a single sheet of paper containing notes to assist you during the exam. This sheet can be no larger than 8.5 by 11 inches. The margins and font on this sheet may be as small as you wish. You may use both sides of the sheet. The exam will be paper-based, and answers will be written by hand.~~ Essay answers will be graded based upon three factors: an answer based **primarily** upon frameworks introduced this semester, the amount of reasoning and facts given to support the answer, and the quality of the writing. Exams will focus upon class lecture material and upon analysis of case studies. You are expected to do each exam on your own without assistance from anyone. **Use of e-mail, chat, or similar facilities during an exam will result in a zero grade for**

the exam. The contents of the exam are to be considered as confidential material for one week: you are not to discuss exam contents until a week after the exam is administered. This is because late exam administration happens frequently.

Cases: There will be seven graded case discussions. Most are based upon actual managerial situations, but one is disguised, and two are fictional. Some cases will ask you to make and justify a decision. Other cases serve to illustrate best or worst practices. Preparing for these case discussions is <u>crucial</u> to your success in this class. The individual class participation grade is based upon the case studies. Immediately after each case discussion, I will note who was present, who spoke at all, and will subjectively judge whose participation was excellent. Students who never participate in class should not be surprised to learn that their class participation grade will seriously lower their overall grade in this course. Being absent is recorded as a zero; being present but saying nothing is recorded as six; increasing quality and quantity levels of participation will earn higher scores. If you are unsure how to begin participating, you can get started by coming to class able to recite in your own words the firm's history, markets, and strategy as described in the case; by preparing answers to the rhetorical questions that often appear at the beginning or end of many cases; or being prepared to answer the questions in the course schedule below. The lowest two class participation grades will be dropped. I plan on posting the discussion grades on the [Blackboard site](#).

On Effort: Just as is the case with salary determination in most workplaces, grades in this class will be determined by your performance rather than by your effort or needs.

Schedule of Course Topics Covered, Assignments, Requirements and Assignment deadlines	See Below	
Student Learning Outcomes	I've tried to pick a selection of Information Technology topics that should interest a general manager. By the end of the course, you as a future general manager should be able to demonstrate your knowledge concerning how information systems are developed and delivered, and what can go wrong (both in the development process and with an operational system). You should know how the Information Systems functional area might be organized and governed, and what are the likely consequences of various governance mechanisms. I hope the course will also give you a sense of information technology as an organizational enabler: IT enables a modern organization to do things that would be impossible or unaffordable without it.	http://www.umkc.edu/assessment/downloads/handbook-2011.pdf http://www.umkc.edu/assessment/index.cfm Nathan Lindsay, Assistant Vice Provost for Assessment 816-235-6084 lindsayn@umkc.edu

	You will also be expected in this course to demonstrate certain critical thinking skills in analyzing case studies. You should be able to:	
	• Identify and explain context, issues, and stakeholders. • Interpret information. • Evaluate assumptions and supporting data. • Synthesize information and data and thereby draw inferences. • Frame personal point of view and acknowledge alternate perspectives.	
Course Expectations, Course Policies, Requirements and Standards for Student Coursework and Student Behavior	**Responsibilities:** You have responsibilities to yourselves, your fellow classmates, and the professor. You are preparing for a career in business. You have a right to be treated professionally, and a responsibility to treat other people, both professors and fellow students, professionally. In particular: • You are expected to attend class. Each student is responsible for all information covered in lectures, all announcements made in class, and all handouts distributed during class. If you do not attend class, you will not do well in this course. According to the July-August, 2010 issue of *Academe*, "By tolerating absenteeism, teachers ignore an obvious fact: class attendance significantly improves academic performance. Even after controlling for student ability and prior interest in the course material, studies ... have demonstrated the robust relationship between attendance and academic performance. For example, ... grades of students who regularly attended large lecture courses ... were on average a full letter grade higher than those of students who attended only sporadically. ... These and other studies strongly indicate that students should attend all class meetings if they want to maximize their grades," (page 26). • Be prepared for and participate in class lecture and case presentation discussions activities. Please ask questions when you don't understand the material and share comments with the class. • At least occasionally, some of you will know more about a topic than I do since you work with it 52 times 40 hours a year, and I only deal with it twice a year. I encourage you to share your knowledge with the class. • If you make an appointment with me either keep it or call or email to cancel. • For 2.5 hours, you owe it to yourself to pay attention to class: turn off your cell phones, turn off your pagers. No text messaging. No Facebook. No surfing the web. No email. I will not enforce this policy unless your behavior	

	is blatant, but your grade will tend to suffer if you violate it. • This class will be conducted in an atmosphere of mutual respect. I encourage active participation, reasoned debate, and respectful discourse. During discussions, be patient with ideas that at first might seem weird, be patient with the other members of this course. • Contribute to group in-class activities, if any. • You are also responsible for being aware of all assignments, due dates, and other course scheduling information. **Cooperation**: No form of cooperation during exams is allowed. You may not claim others' work as your own. If academic dishonesty is detected, you will receive a zero on the exam, and your case will be referred to the Vice Provost for investigation and possible disciplinary action. **Makeups**: The fact that a class participation grade will be dropped takes into account the likelihood that over the course of a semester illness or a business trip will force you to miss class. Makeup examination can be scheduled during business hours during the week before or after the exam. **Incomplete**: I am permitted to give incomplete grades to students who have been unable to complete the work of the course because of illness or serious reasons beyond their control. This work must be completed within one calendar year to avoid the incomplete grade lapsing to an F. You should bring up problems in advance when you can do so.	
Copyright	The course materials that I author, including but not limited to, Power Point slides, Blackboard screen shots, class hand-outs, and course syllabi are my intellectual property and are protected by copyright law. You may download and make copies of my course materials for your own use. You are not allowed to publicly reproduce or distribute these materials, or enable others to do so without my express written consent. Failure to comply with this direction may constitute a violation of the Student Conduct Code, section 200.010, Collected Rules and Regulations of the University of Missouri.	http://www.umsystem.edu/ums/rules/collected_rules/programs/ch200/200.010_standard_of_conduct
MIS Emphasis	This course is only the briefest of introductions to the Information Systems functional area. Consider the Management of Information Systems emphasis area within the UMKC MBA degree. Contact me or Dr. Sidne Ward for more information.	
Resources & Policy Statements Course syllabi must include reference to the following policy information. Instructors may – 1) copy the exact language provided below or 2) include references to the policies. In addition, instructors are encouraged to discuss aspects of these policies with students in their courses.		
Academic Calendar	We will follow UMKC's official academic calendar.	http://www.umkc.edu/registrar/acal.asp

Academic Honesty	The Board of Curators of the University of Missouri recognizes that academic honesty is essential for the intellectual life of the University. Faculty members have a special obligation to expect high standards of academic honesty in all student work. Students have a special obligation to adhere to such standards. Academic dishonesty, including cheating, plagiarism or sabotage, is adjudicated through the [University of Missouri Student Conduct Code](#) and [Rules of Procedures in Student Conduct Matters](#). Academic units may have additional student codes of behavior to be referenced.	[School of Pharmacy Honor Codes](#) [School of Medicine Honor Codes](#) [School of Dentistry Honor Codes](#) [School of Nursing Honor Codes](#) [School of Law Honor Codes](#)
Academic Inquiry, Course Discussion and Privacy	**Faculty allowing recording -** University of Missouri System Executive Order No. 38 lays out principles regarding the sanctity of classroom discussions at the university. The policy is described fully in Section 200.015 of the Collected Rules and Regulations. In this class, students may make audio or video recordings of course activity unless specifically prohibited by the faculty member. However, the redistribution of any audio or video recordings of statements or comments from the course to individuals who are not students in the course is prohibited without the express permission of the faculty member and of any students who are recorded, including those recordings prepared by an instructor. Students found to have violated this policy are subject to discipline in accordance with provisions of Section 200.020 of the Collected Rules and Regulations of the University of Missouri pertaining to student conduct matters.	[Executive Order #38](#) (CRR 200.015)
Attendance Policy	Students are expected to attend and participate in classes. Students should notify instructor of excused absences in advance, where possible. Students who have an excused absence are expected to make arrangements with instructor for alternative or make-up work. Such arrangements should be made in advance of the absence, where possible. Instructors should accommodate excused absences to the extent that an accommodation can be made that does not unreasonably interfere with the learning objectives of the course or unduly burden the instructor.	http://www.umkc.edu/catalog/attendancepolicy
Campus Safety	It is possible that it may be necessary to cancel class due to inclement weather or some other emergency. This class will meet if UMKC is open; conversely, if UMKC is closed, this class is canceled. Students who are unable to attend class during bad weather when the class has not been canceled should send email or call and leave a message indicating this. If class is canceled due to any reason, all activities scheduled for the canceled session will take place during the next class meeting including exams. Changes in activities for subsequent classes will be announced. If UMKC cancels or closes the campus at the time of your scheduled final exam, the final exam will also be cancelled,	http://www.umkc.edu/umkcalert/ http://www.umkc.edu/police **Police**: 816-235-**1515 or 911**

	and your course grade will be determined by your already accumulated points.	
Counseling and Health Services Available at UMKC	UMKC students may experience many challenges in their lives while attending college – stress, depression, suicidality, trauma, relationship issues, health concerns, etc. As your professor I care about your success and well-being, and want to make you aware of some helpful resources on campus. The UMKC Counseling Center (http://www.umkc.edu/counselingcenter/), located at 4825 Troost in Room 206, offers a wide range of supportive services to students. Appointments can be made by calling 816.235.1635. UMKC Student Health and Wellness (http://info.umkc.edu/studenthealth/), located at 4825 Troost in Room 115, offers a full range of health care and promotion services. Appointments can be scheduled online or by calling 816.235.6133. The MindBody Connection (http://www.umkc.edu/mindbody/) is located in the Atterbury Student Success Center in Room 112 and offers a variety of stress-reduction services.	
Disability Support Services	To obtain disability related accommodations and/or auxiliary aids, students with disabilities must contact the Office of Services for Students with Disabilities (OSSD) as soon as possible. To contact OSSD call 816-235-5696. Once verified, OSSD will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. For more information go to: http://www.umkc.edu/disability/.	http://www.umkc.edu/disability/
English Proficiency Statement	Students who encounter difficulty in their courses because of the English proficiency of their instructors should speak directly to their instructors. If additional assistance is needed, they may contact the UMKC Help Line at 816-235-2222 for assistance.	
Grade Appeal Policy	Students are responsible for meeting the standards of academic performance established for each course in which they are enrolled. The establishment of the criteria for grades and the evaluation of student academic performance are the responsibilities of the instructor. This grade appeal procedure is available only for the review of allegedly capricious grading and not for review of the instructor's evaluation of the student's academic performance. Capricious grading, as that term is used here, comprises any of the following: • The assignment of a grade to a particular student on some basis other than the performance in the course; • The assignment of a grade to a particular student according to more exacting or demanding standards than were applied to other students in the course; (**Note:** Additional or different grading criteria may be applied to graduate students enrolled for graduate credit in 300- and 400-level courses.) • The assignment of a grade by a substantial departure from the instructor's previously announced standards.	http://www.umkc.edu/catalog/gradeappeals

Discrimination Grievance Procedures for Students	See the links on the right.	http://www.umsystem.edu/ums/rules/collected_rules/grievance/ch390/grievance_390.010 http://www.umkc.edu/diversity/documents/complaintprocess.pdf
Statement of Human Rights	The Board of Curators and UMKC are committed to the policy of equal opportunity, regardless of race, color, religion, sex, sexual orientation, national origin, age, disability and status as a Vietnam era veteran. Commitment to the policy is mentored by the Division of Diversity, Access & Equity, but it is the responsibility of the entire university community to provide equal opportunity through relevant practices, initiatives and programs.	Division of Diversity, Access & Equity 5115 Oak Street (816)235-**1323** Fax:(816)235-**6537** umkcaffirmativeaction@umkc.edu http://www.umkc.edu/diversity/index.asp
Title IX	Under the University of Missouri's Title IX policy, discrimination, violence and harassment based on sex, gender, and gender identity are subject to the same kinds of accountability and support applied to offenses based on other protected characteristics such as race, color, ethnic or national origin, sexual orientation, religion, age, ancestry, disability, military status, and veteran status. If you or someone you know has been harassed or assaulted, you can find the appropriate resources by visiting UMKC's Title IX Office webpage (http://info.umkc.edu/title9/) or contacting UMKC's Title IX Coordinator, Mikah K. Thompson (816.235.6910 or thompsonmikah@umkc.edu). Additionally, you can file a complaint using UMKC's online discrimination complaint form, which is located at http://info.umkc.edu/title9/reporting/report-online/. While most UMKC employees are required to report any known or suspected violation of Title IX, students may seek confidential guidance from the following campus locations: • **UMKC Counseling Service** **Volker Campus** 4825 Troost Ave, Suite 206 Kansas City, MO 64110 Phone – (816) 235-1635 • **UMKC Counseling Service** **Health Sciences Campus** Health Sciences Building 1418 2464 Charlotte Kansas City, MO 64108 Phone – (816) 235-1635 (open Tuesdays, 1-5pm) • **Student Health and Wellness** 4825 Troost Ave., Suite 115 Kansas City, MO 64110 Phone - (816) 235-6133	
UMKC Connect	Important information is available to undergraduate students in UMKC Connect accessed through Blackboard. Throughout the term, students may receive	Yes, I know it is irrelevant to a graduate class, but

| | | emails regarding course grades or academic performance. Students are expected to address information posted in a timely fashion. This information may be shared with the student's Success Network made up his or her academic advisor(s) and other campus resources so that UMKC may fully support the student's success. | they said this had to be included on every syllabus. It is easier to comply than to ask them to change the policy. |

SCHEDULE AND ASSIGNMENTS:

<u>Date</u> Thursday 7:00 pm – 9:40 pm	<u>Lecture Topics</u> Lecture outlines will be posted on the <u>Blackboard site</u>. This will typically happen a few minutes before class.	<u>Reading Assignment</u> Unless noted otherwise, scientific papers are available for download from a <u>UMKC Library</u> database.	<u>Case Assignment</u> All cases are based upon actual managerial situations unless noted otherwise. **YOU SHOULD READ CASES BEFORE CLASS!**
1/18	Course policies. A Taxonomy of Information Systems;	Syllabus (to be handed out and reviewed during class).	Read: "Microsoft Servers and Tools" Be able to review the history of enterprise computer architectures. What is cloud computing? Explain the three types of cloud computing. As of 2011, how might the Microsoft STB adjust to cloud computing yet maintain their current business model?
1/25	Systems Development Overview; The Waterfall Model, Agile Methods, open source, and COTS.	Read: Kay, "QuickStudy: System Development Life Cycle" *Computerworld*, May 14, 2002. (http://www.computerworld.com/s/article/71151/System_Development_Life_Cycle) Read: Mack, "Making the case for agile development in the enterprise," *CIO*, June 22, 2015. (http://www.computerworld.com/article/2947274/application-development/making-the-case-for-agile-development-in-the-enterprise.html)	Read: "CMM versus Agile" Compare and contrast CMM and Agile software development methods. See today's reading for a quick overview of the CMM approach. Invent a process you might use to come to a good decision in this situation.
2/1	IT Strategic Impact; IT Oversight; A range of models of IT governance. Centralization versus	R. A. Pick, "Shepherd Or Servant: Centralization And Decentralization In Information Technology Governance", *International Journal of Management and Information Systems 19,* 2015, pp. 61-68.	"WaterCo" Why did WaterCo decide to transform its billing system? Assess progress on the CBIS project to date. As Board Director in July 2012, would you approve management's request for an additional extension? Why or why not?

	Decentralization. Standardization.	http://www.cluteinstitute.com/ojs/index.php/IJMIS/article/view/9173/9181	
2/8	IT Operations Risks; Disaster Recovery and Business Continuity Planning;	Landry & Koger, "Dispelling 10 Common Disaster Recovery Myths," *ACM Journal on Educational Resources in Computing 6,4*, December, 2006. This article is in the ACM Digital Library at UMKC libraries.	"CareGroup" What disaster recovery planning had CareGroup done prior to the outage? Was the nature of this outage anticipated in their planning? Was the situation handled appropriately? Moving forward, what changes should they make?
2/15	Security	Von Solms, B., & Von Solms, R. (2004). The 10 deadly sins of information security management. *Computers & Security, 23(5)*, 371-376.	"IPremier" - fictional case but everything that happened to iPremier has happened to somebody. How well did the iPremier Company perform during the attack? If you were Bob Turley, what might you have done differently during the attack? Were the company's procedures deficient in responding to this attack? How might they have been better prepared? What should they do to prepare for another such attack? In the aftermath of the attack, what would you be worried about and what actions would you recommend?
2/22	Legacy Systems	Bisbal, J., Lawless, D., Wu, B. & Grimson, J. (1999). Legacy Information Systems: Issues and Directions. *IEEE Software, 16*, 103-111; available from UMKC library in the IEEE Xplore database	"Cisco" Why did Cisco perform a "Total systems replacement … in nine months."? What factors made the difference between success and failure? Could they do it again if they had to? Did they make any mistakes, and what are the lessons learned?
3/1	Knowledge Management	Davenport, T. H., David, W., & Beers, M. C. (1998). Successful knowledge management projects. *Sloan management review*, 39(2), 43-57; available in Proquest ABI/Inform at UMKC Libraries.	"World Bank" What are the challenges of implementing a knowledge management system? How different is World Bank from other enterprises? Are its IT needs unique? Does the global nature of World Bank make managing it more difficult? How?
3/8	**Exam**		This exam will have a two-hour time limit.

Sources: Some of the policies and practices described in this syllabus come from the ideas of other professors.   My sources are UMKC Provost's website, Dr. Bruce Bubacz of UMKC, Ms. Doranne Hudson of UMKC, Dr. Duane Truex of Georgia State University, Dr. Harvey Brightman of Georgia State University, Dr. Yezdi Bhada of Georgia State University, Dr. Arthur H. Gilbert of Northeastern State University, and Dr. William Friedman of University of Central Arkansas.   Pieces of this syllabus may have been taken from these sources and used literally.

- For more information about my qualifications, publications, research program, autobiographical sketch, and hobbies, visit my website at http://p.web.umkc.edu/pickr/ .
- An updated copy of this syllabus will be available on Blackboard, http://umkc.edu/blackboard .

Contact me at
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