UMKC

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)	
Class Meeting Time/Place	Monday 7:00-9:45 pm / Bloch 8	
Semester Offered	Spring, 2015	
Instructor Office Hours and Office Location	Office: Bloch 237 Hours: by drop-in and by appointment.	
Catalog Information		
Subject/Curricular Designation	Management Information Systems (MIS)	www.umkc.edu/catalog
Catalog Number	5558	www.umkc.edu/catalog
Course Title	Management of Information Technology	www.umkc.edu/catalog
Course Description	Topics to be covered include procurement and management of computer systems, economics of hardware and software, software acquisition, RFQs, RFPs, contract terms and conditions, contribution of computing to business objectives, legal/ethical perspectives, and international issues.	www.umkc.edu/catalog
Credit Hours	3	www.umkc.edu/catalog
Prerequisites/Co-Requisites	It is highly recommended that this not be your first computer or information systems course. Prior or concurrent enrollment in MIS 5503 is helpful, but not required.	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 or Harvard Business School Publishing for about $68 (credit or debit cards accepted) and then downloaded. For an additional charge, you may have a printed, bound coursepack shipped to you. The link is as follows: https://cb.hbsp.harvard.edu/cbmp/access/31098877 and it will go live on December 15, 2014. 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: • F. Warren McFarlan; H. Jeff Smith, Agrico, Inc.: A Software Dilemma, #189085 • Robert D. Austin, Selecting a Hosting Provider, #601171, • F. Warren McFarlan, Fred Young, Lo Waishun, Cathay Pacific, #307009, • Robert D. Austin, Deborah Sole, Mark Cotteleer, Harley-Davidson Motor Co.: Enterprise Software Selection, #600006, • Richard L. Nolan, Kelley Porter, Christina Akers, Cisco Systems, Inc.: ERP and Web-enabled IT, #301099,	

	- Robert D. Austin, Richard L. Nolan, George Westerman, Mark Cotteleer, Tektronix, Inc.: Global ERP Implementation, #699043, - Daniel Diermeier; Evan Meagher, San Francisco International Airport and Quantum Secure's SAFE for Aviation System, #KEL720. - Richard G. Hamermesh, F. Warren McFarlan, Mark Keil, Michael Morgan, Andrew Katz, David LaBorde, Computerized Provider Order Entry at Emory Healthcare, #311061, - Forough Karimi-Alaghehband; Suzanne Rivard, Air Canada: Flying High with Information Technology, #HEC045, - Mark Jeffery; Daniel Fisher; Mirron Granot; Anuj Kadyan; Albert Pho; Carlos Vasquez, Strategic IT Transformation at Accenture, #KEL471, - Lynda M. Applegate; Gabriele Piccoli, Wyndham International: Fostering High-Touch with High-Tech, #803092. - Nicole R.D. Haggerty, Shankar Venkatagiri,Ramasastry Chandrasekhar, Mercedes-Benz India, #W11084 - Anne-Marie Croteau, Suzanne Rivard, Jean Talbot, Visioning Information Technology at Cirque du Soleil, #HEC027, - Suzanne Rivard; Alain Pinsonneault; Anne-Marie Croteau, Information Technology at Cirque du Soleil: Looking Back, Moving Forward, #HEC039. - Marco Iansiti, Kerry Herman, CA Technologies: Bringing the Cloud to Earth, #611047, - Robert A. Burgelman, Debra Schifrin, Infosys Consulting in 2011, #SM195, and F. Warren McFarlan, Brian J. Delacey, UCB: Managing Information for Globalization and Innovation (A – Abridged), #304096.

| Evaluation and Grading Criteria | **Exams:** There will be three exams composed mainly of short essay questions. Essay examinations will be graded based upon both the answer and the amount of reasoning and facts given to support the answer. 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. Each exam will be comprehensive.

Cases: There will be fifteen graded case discussions. Nearly all are based upon actual business situations; Preparing for these case discussion is <u>crucial</u> to your success in this class. The individual class participation grade is based upon the case studies. 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. If you are unsure how to begin participating, you can get started by looking at the financial situation of the firm (when the case provides the data), at the competitive situation of the firm (when the case provides the data), at the firm's website (when the case is not fictional or disguised), the rhetorical questions that appear at the beginning or end of many cases, or the questions in the course schedule below. The lowest three class participation grades will be dropped. I plan on posting the discussion grades on the Blackboard site.

Homework: There will be three graded, written or computer-based assignments. Each will be worth ten points. Late homework will be accepted a week late with a 10% penalty. Assignments will be announced during class. You may discuss homework in general terms with other students, but everyone must do their own work.

Grading: Plus and minus grades are used on those occasions when a student's numerical grade is on the boundary between two letter grade ranges. This table summarizes how grades will be determined. | |

		Number	Points Each	*Total Value*
	Exams	3	50	150 Points
	Cases	12 (plus 3 dropped)	10	120
	Homework	3	10	30
	Total			300 Points

Administrative Note: For your protection, retain every graded paper returned to you until you receive your final grade report from the university.

Schedule of Course Topics Covered, Assignments, Requirements and Assignment deadlines	See Below	
Student Learning Outcomes	Students who successfully complete this class should be able to:	http://www.umkc.edu/assessment/downloads/handbook-2011.pdf

	• Discuss ethical issues in an information age • Define outsourcing • Define offshoring • List information technology (IT) outsourcing and offshoring options • Discuss outsourcing and offshoring advantages • Discuss outsourcing and offshoring risks • Recommend content to include in a Request for Proposals • Evaluate a vendor's proposal • Explain each factor used in evaluating a vendor's proposal • Report current best practices in IT outsourcing • Appraise a given firm's approach to managing a sourcing relationship • Explain ERP software • Explain ERP software deployment • Recommend strategies to reduce resistance to change • Compare big bang versus phased implementation of ERP • Compare enterprise-wide versus best of breed software selection • Evaluate IT processes used at various firms • List and define the components of IT cost of ownership • Explain alternative approaches to funding IT • Explain alternative approaches to governing IT • Compare and contrast centralized versus centralized IT governance • Evaluate a given firm's IT priority-setting processes • Explain the IT strategic grid • Demonstrate the placement of a particular firm on the IT strategic grid • Illustrate the advantages and disadvantages of IT standardization • Explain how open source software projects might be managed • Discuss the advantages of participating in open source projects • Explain the importance of knowledge in the economy • Explain the impact of IT investment in economic productivity • Explain the drop in organizational performance upon IT deployment • Explain the lag in organizational performance improvement upon IT deployment. • Explain alternative IT architectures such as mainframe, web-enabled, desktop, client/server, three-level, cloud • Explain green IT • ~~List and discuss benchmarks that can be used in IT development~~ • ~~List and discuss benchmarks that can be used in IT operations~~ • ~~Define Service Level Agreements (SLAs)~~ • ~~Interpret SLAs~~ • ~~Recommend SLA negotiation strategy for a given business situation~~ • Discuss and explain the role of information technology as a disruptive innovation.	http://www.umkc.edu/assessment/index.cfm Nathan Lindsay, Assistant Vice Provost for Assessment 816-235-6084 lindsayn@umkc.edu
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	

UMKC Bloch School of Management   *Page 4 of 12*

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.
- 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.
- Members of this course are expected to treat each other with respect. 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.
- You are also responsible for being aware of all assignments, due dates, and other course scheduling information.
- In sum, your behavior must support a learning environment, and you are responsible for your own learning and achievement in the class.

Cooperation: You are encouraged to discuss case studies with fellow students as part of your class participation.

You may discuss homework assignments with other students. This can include discussing the methodology employed for solving a problem, reviewing another's work if s/he is having difficulty, and working the problems at the same time to discuss process. Students must, however, turn in their own work. This means you may not share Excel files, complete an assignment for another student, or submit someone else's work as your own. Submissions of projects appearing to reflect anything but the student's own work is considered academic misconduct and will result in a score of zero for all involved students.

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 three 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 a time or two. If you miss one or two case discussions, figure that will be one or two grades that will be dropped. If you miss four or more, I will allow you to turn in written thoughtful responses to the preliminary case questions as well as your overall analysis of the case; this will substitute for your being absent only. **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	For greater depth in this area, we plan to offer the following MIS elective classes: **MIS 5529** "Decision Support Systems" Systems for analytical processing and business analytics in order to support improved management decisions and decision processes. Some hands-on work with Excel. **MIS 5552** "Data Base Management" Covering design and administration of databases for transaction processing and analytical processing. Some hands-on work with Access. **MIS 5554** "Systems Analysis, Design, and Engineering" An overview of system development that focuses on the requirements analysis portion of software development: how do you in either the role of a developer or in the role of client/customer determine what features are needed?	For information & announcements about the Management of Information Systems emphasis area within the UMKC MBA degree, visit the file located at http://p.web.umkc.edu/pickr/mismba.htm.

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		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	School of Pharmacy Honor Codes School of Medicine Honor Codes

	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 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. Advance notice of attendance policies of academic units and individual instructors should be given, and such notice should be in writing. Students should notify instructors of excused absences in advance, where possible. Students who have an excused absence are expected to make arrangements with instructors 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. Attendance policies shall be applied in a non-discriminatory manner. Lecture outlines will be posted on the Blackboard site. This will typically happen a few minutes before class.	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.	http://www.umkc.edu/umkcalert/ http://www.umkc.edu/police **Police**: 816-235-**1515 or 911**

	If UMKC cancels or closes the campus at the time of your scheduled final exam, the final exam will also be cancelled, and your course grade will be determined by your already accumulated points.	
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		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

SCHEDULE:

Date Monday	Lecture Topics Lecture outlines will be posted on the Blackboard site. This will typically happen a few minutes before class.	Reading Assignment Unless noted otherwise, scientific papers will be loaded in .pdf format on the Blackboard site or are available for download from a UMKC Library database.	Case Assignment All cases are based upon actual managerial situations unless noted otherwise. **YOU MUST READ CASES BEFORE CLASS!**
1/26	How to evaluate a proposal using an additive utility function. Course policies.	Syllabus	"Agrico" Prior to class, you will be sent an email directing you to take the viewpoint of a particular character in the case. Your role in class discussion will be to advocate for that character's interests. This is a disguised case.
2/2	IT Sourcing Options: Make versus Buy; Outsourcing models and Offshoring options.	Lacity and Hirschheim, "The Information Systems Outsourcing Bandwagon," *Sloan Management Review 35,1*, October 15, 1993, p 73-86; available at UMKC Libraries in the ProQuest database.	"Selecting a Hosting Provider" - fictional case. You will be assigned to take the viewpoint of either WBC or IEC. What is the business situation of your assigned client company? How does that affect hosting requirements? What selection criteria do you recommend? Choose the best hosting provider. Justify your recommendation.
2/9	Procedures for IT purchasing; managing relationship with vendors	~~Lacity et al, "Global outsourcing of back office services: lessons, trends, and emerging challenges,"~~ *~~Strategic Outsourcing 1,1~~*~~, 2008, 13-34. Copies will be handed out or posted on Blackboard.~~ **OR** Sample RFP, to be handed out or posted on Blackboard.	"Cathay Pacific" What are the drivers of offshoring and outsourcing at Cathay Pacific? What are the risks of offshoring and outsourcing?
2/16	ERP software: architecture and implementation	Mabert, V.A.; Soni, A.; and Venkataramanan, M.A. Enterprise resource planning: Common myths versus evolving reality. *Business Horizons, 41, 3* (May-June 2001), 69-76; available from UMKC library in the ScienceDirect database.	"Harley-Davidson" Describe Harley's processes for defining and selecting an enterprise-wide procurement package and the institutional changes introduced as part of this process. Evaluate the evaluation of the package and the implementation partner.
2/23	Funding IT and Total Cost of Ownership	David, Schuff, & St. Louis, Managing your IT total cost of ownership, *Communications of the ACM* 45, 1 (January 2002) pp 101 - 106; available in ACM Digital Library at UMKC Libraries.	2 cases: "Cisco" and "Tektronix" Compare and contrast Tektronix with Cisco. Why do their ERP implementations use different approaches? Is one more efficient than the other? Is one riskier than the other?

3/2	**First exam**	Open book and open notes.	"San Francisco Airport" What value would SAFE provide to SFO?
3/9	IT Leadership and Governance (including centralization/ decentralization & IT dominance / user dominance),	R. A. Pick, "Shepherd Or Servant: Centralization And Decentralization In Information Technology Governance", *International Journal of Management and Information Systems 19*, 2, (forthcoming, 2nd quarter, 2015). Also, if you did not take MIS 5503, read these: Koch, "IT Governance Strategies from State Street, 3M and Others" available at cio.com (September 15, 2002); Schwartz, "IT Governance Definition and Solutions" available at cio.com (May 22, 2007).	"Emory Healthcare" What are the pros and cons associated with standardization of care? What challenges and possible perils lay ahead for Dr. Bornstein? How to deal with changes to work processes?
3/16	strategic grid; Porter's Forces and IT	A chapter will be handed out prior to this class date.	"Air Canada" The outsourcing approach and the IT department structure changed often between 1994 and 2011. What are these changes and why do you think they occurred?
3/23	Spring Break – no class		
3/30	The Knowledge Economy; Productivity and Information Technology	Jason Dedrick, Vijay Gurbaxani, Kenneth L. Kraemer, "Information technology and economic performance: A critical review of the empirical evidence," *ACM Computing Surveys, Volume 35 Issue 1*, March 2003, 1-28; available in [ACM Digital Library](#) at UMKC Libraries.	"Accenture" Should the firm continue with a decentralized approach to managing technology platforms, in which each country chooses its own IT platforms and has autonomy to run them? Or should the firm take a mixed approach, in which the same standard applications would run throughout the enterprise but would be managed independently by individual offices? Or should Accenture espouse a "one-firm" approach and boldly shoot for a centralized implementation of its most critical systems, with all its offices interconnected on the same "instance" of a software platform? Furthermore, should the firm retain its traditional conception of IT as cost center, or should it migrate to a scheme that recognizes IT as a service provision center that generates measurable value for the organization?
4/6	"Buying" Open Source Software	Kevin Crowston, Kangning Wei, James Howison, and Andrea Wiggins. 2008. Free/Libre open-source software development: What	"Wyndham" How is Windham International attempting to use IT to build customer loyalty?

		we know and what we do not know. *ACM Comput. Surv.* 44, 2, Article 7 (February, 2012), 35 pages; available at UMKC Libraries in the ACM Digital Library database.	
4/13	**Second exam**	Open book and open notes.	"Mercedes-Benz India" What are the issues involved in relocating IT systems to a new site? What trade-offs does the CIO face? What is green IT?
4/20	<u>IT architecture; cloud computing</u>	Armbrust, M., Fox, A., Griffith, R., Joseph, A. D., Katz, R., Konwinski, A., ... & Zaharia, M. (2010). A view of cloud computing. *Communications of the ACM,* *53*(4), 50-58; available in ACM Digital Library at UMKC Libraries.	2 cases: "Visioning Information Technology at Cirque du Soleil" and "Cirque du Soleil: Looking Back, Moving Forward" Read the Visioning case first, and think about what they need to do to modernize their IT support. Only after you take the time to reflect on the Visioning case should you go ahead and read the Looking Back and Forward case. Describe how the touring show life cycle is supported by IT. What is the level of IT alignment at Cirque du Soleil in 2008? What is the level of tension between business needs and IT capacity? What are the key requirements, in terms of IT architecture, of the support provided by IT at Cirque du Soleil? Trace the transformation of IT at Cirque du Soleil.
4/27	The role of information technology in disruptive innovations.	Henry Lucas, "Disrupting and Transforming the University," *Communications of the ACM 57, 10* (October 2014), pp 32-35. available in ACM Digital Library at UMKC Libraries.	"CA Technologies: Bringing the Cloud to Earth" Given the attractiveness of CA's current mainframe business line, how firmly should the company back the emergent cloud business?
5/4	**2 discussions**: no lectures	Case Discussion: "Infosys Consulting" How does a consulting company innovate in its product offerings to stay ahead of competitors?	"UCB: Managing Information for Globalization and Innovation" How do you assess the current state of IT at UCB? What looks good? Where are there potential problems? What advice would you give to Vincent Damien, Edouard Crossier, and George Jacobs?
5/11 8:00 - 10:00 pm	**Third exam**	Open book and open notes.	

Finally, all aspects of this class will be handled logically, sensibly, and with understanding of your situation. This syllabus will not be followed blindly in defiance of common sense; exceptions can and will be made according to good judgment. If there is a change in course policy, it will be announced and explained in class and the online version of this syllabus will be amended.

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, 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 .

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