Course Syllabus
MIS 4321-001 – Outsourcing and Global IS Management
Fall Semester, 2017
3.0 Credit Hours

(Last updated: 08/01/2017)

Instructor: Juan Carlos Altuzar, MEM
Phone: 901.647.6214
E-mail: jaltuzar@memphis.edu

Office Hours: After class, Mondays and Wednesdays: 7:00pm to 7:30pm

Class Meeting Times:
Meeting dates: August 28th to December 14th
Meeting times: Mondays & Wednesdays: 5:30pm to 6:55pm
Location: FCB 381

Course Overview

The course will focus of modern ways of utilizing vendor resources for managing IT in organizations and Global IT management as well as the competencies, skills and expertise required for the modern manager in the global marketplace to deploy and supervise outsourcing operations across international boundaries.

The objectives of this course are to introduce the students to the topic of Outsourcing, the issues related to Outsourcing in general and the issues, which pertain to outsourcing of IT projects in particular. To accomplish this objective, we will address several topics:

- Procuring/Outsourcing Management
- Business Process and Application Outsourcing
- Infrastructure Outsourcing
- Collective Outsourcing
- Offshoring
- Knowledge Transfer Issues
- Leadership

Pre-Requisites/Co-Requisites:

This is an FCBE upper-division required course. Lower division core courses must be completed before enrollment in this course is permitted.
Required Texts (and Related Materials):
Research articles selected by the instructor and posted on eLearn.
News articles selected by the instructor and suggested by the students.

Course Objectives:
By successfully completing this course, you will:

- Improve your ability to think critically and analytically
- Improve your ability to make decisions using a structured process and specific techniques
- Increase your familiarity with data storage, processing, exploration and analysis techniques that are commonly used in business organizations
- Know how to use Microsoft Excel and other software tools to analyze data to derive useful information
- Improve your ability to manage projects using project management tools, processes, and techniques

Fogelman College: Learning Outcomes for Your Degree
This course is designed to help you to meet the overall learning objectives for the BBA degree offered by the Fogelman College. You should take the time to become familiar with the overall learning objectives as a student in the BBAprogram: http://www.fcbbeassessment.net/LearningOutcomes/BBADegreeLearningOutcomes.pdf

Instructional Methods:
- PowerPoint presentations and videos
- In-class instructor-led discussions and assignments.
- Weekly 200-word summaries of topics discussed in class.
Grading and Evaluation Criteria

<table>
<thead>
<tr>
<th>Points</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>110</td>
<td>11 topic summaries</td>
</tr>
<tr>
<td>50</td>
<td>2 PPT presentations</td>
</tr>
<tr>
<td>20</td>
<td>Attendance</td>
</tr>
<tr>
<td>30</td>
<td>Class participation/Quizzes</td>
</tr>
<tr>
<td>20</td>
<td>Midterm Essay</td>
</tr>
<tr>
<td>70</td>
<td>1 final exam</td>
</tr>
<tr>
<td>300</td>
<td>TOTAL</td>
</tr>
</tbody>
</table>

In general, the week activities (except for Week 1) are structured as follows: the new topics are presented by the instructor on Mondays and the 200-word summaries, Web research and PPT slides are presented by the students on Wednesdays. Pop quizzes are expected to be given every time we meet as part of checking attendance. The articles are listed on p.5 in the Weekly Schedule of Course Topics table.

Final Course Grades

Your final letter grade is based on your overall average. Your overall average is calculated as the sum of all the points you earned on graded assignments divided by the total number of points possible. The letter grade is based on the following schedule:

- Above 90% ........................................ A
- Above 80% but below 90% .......................... B
- Above 70% but below 80% .......................... C
- Above 60% but below 70% .......................... D
- Below 60% .......................................... F

Final Exam Schedule

The final exam for this class will be scheduled according to the Registrar’s academic calendar website.

Course Policies

E-MAIL:

All students are required to maintain and access their University of Memphis (@memphis.edu) email account. You will receive all official course correspondence at this
email account. It is your responsibility to check your inbox frequently and read all email messages from the course instructor.

Attendance:
You are expected to attend all class meetings and stay for the entire duration of the meeting time. All absences are considered unexcused unless you are required to attend a university-sponsored event. It is your responsibility to make up any coursework that was missed because of an absence.

Graded assignments in this course include in-class assignments and lab (computer-based) assignments.

- In-class lab assignments are due at the end of the class period. **You must be present in class to get credit for in-class lab assignments.**

Academic Integrity:
“Note that using a “Solutions Manual” is considered cheating. Should your professor have evidence that using a “Solutions Manual” has occurred, he/she may take steps as described on the campus’ Office of Student Conduct website.”

The University of Memphis has published rules and responsibilities regarding academic conduct. In addition, the Fogelman College of Business and Economics has its own published guidelines on academic integrity. You are expected to follow these rules and guidelines. Incidents of violations will be reported to the Office of Student Conduct.

Specific rules to be emphasized regarding academic conduct in this course:
- **Texting and talking on cell phones is not permitted during class time.**
- Laptop computers are permitted in the classroom but should only be used for class-related purposes.
- **All homework assignments are individual assignments and each person is expected to create their own files and do their own work. Collaboration on homework assignments is cheating.** If you work with other students on an assignment, you will split the points between those you worked with. If you turn in another student’s work as your own, you will receive a 0 on that assignment.
- You are expected to turn in your assignments on time. The due dates for assignments are provided on the weekly schedule (below). Five points will be deducted for each day that an assignment is late. Late assignments must be turned in to the late assignment drop box on elearn.

Student Services

Please access the FCBE Student Services page for information about:

- Students with Disabilities
- Tutoring and other Academic Assistance
- Advising Services for Fogelman Students
- Technical Assistance
**Weekly Schedule of Course Topics:**

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading Assignment</th>
<th>Homework Assignment</th>
</tr>
</thead>
</table>
| **WEEK 1: Aug 28** | • Review Syllabus  
• Review of Porter Framework  
• Review of Business Process Design | • “A Preview of the 2017 SIM IT Trends Study”  
• Babin/Nicholson "Corporate Social and Environmental Responsibility" | • None  
• Web Research  
• Discussion |
| **WEEK 2: Sep 4** | • Procuring/ Outsourcing Management  
• Procurement | • Iyer/Ravindran "Procurement of IT Consulting Services" | • 200 word essay  
• Web Research  
• Discussion |
| **WEEK 3: Sep 11** | • Procuring/ Outsourcing Management  
• Management | • Tan/Sia "Managing Flexibility in Outsourcing"  
• Willcocks/Griffiths "The Crucial Role of Middle Management in Outsourcing" | • 200 word essay  
• Web Research  
• Discussion |
| **WEEK 4: Sep 18** | • Procuring/ Outsourcing Management  
• Managing Workforce | • Kaiser/Goles "Information Systems Skills Differences Between High-Wage and Low-Wage Regions"  
• Ho/Frampton "A Competency Model for the Information Technology Workforce" | • 200 word essay  
• Web Research  
• Discussion |
| **WEEK 5: Sep 25** | • Business Process and Application Outsourcing  
• BPO | • Lacity/Khan "Employing U.S. Military Families to Provide Business Process Outsourcing Services"  
• Lacity/Rottman "Impact Sourcing: Employing Prison Inmates to Perform Digitally-enabled Business Services" | • 200 word essay  
• Web Research  
• Discussion |
| **WEEK 6: Oct 2** | • Business Process and Application Outsourcing  
• Applications | • Schwarz/Hirschheim "A Conjoint Approach to Understanding IT Application Services Outsourcing" | • 200 word essay  
• Midterm Essay |
| **WEEK 7: Oct 9** | • Infrastructure Outsourcing  
• Cloud | • Müller/Holm "Benefits of Cloud Computing"  
• Riedl/Leimeister "Competing in the Clouds: A Strategic Challenge for ITSP Ltd" | • 200 word essay  
• PPT Presentations |
<p>| BREAK: Oct 14 - 17 | Fall Break – the University is closed (Saturday through Tuesday) | | |</p>
<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading Assignment</th>
<th>Homework Assignment</th>
</tr>
</thead>
</table>
| WEEK 8: Oct 18th | • Collective Outsourcing                | • Fang/Guo "Collective Outsourcing to Market (COM): A Market-Based Framework for Information Supply Chain Outsourcing"  
• Whitley/Willcocks "Achieving Step-Change in Outsourcing Maturity" | • 200 word essay  
• PPT Presentations |
| WEEK 9: Oct 23th | • Offshoring                           | • Wiener/Vogel "Information Systems Offshoring—A Literature Review and Analysis"  
• Davis/Ein-Dor "IT OFFSHORING: History, Prospects and Challenges" | • 200 word essay  
• PPT Presentations |
| WEEK 10: Oct 30th | • Offshoring                           | • Sedera/Lokuge "The Future of Outsourcing in the Asia-Pacific Region"  
• Palvia/Palvia "Critical Issues of IT Outsourcing Vendors in India" | • 200 word essay  
• PPT Presentations |
| WEEK 11: Nov 6th | • Offshoring                           | • Poston/Simon "Client Communication Practices in Managing Relationships with Offshore Vendors"  
• Mehta/Mehta "Reducing Client Risks from Offshore IT Vendors’ HR Challenges" | • 200 word essay  
• PPT Presentations |
| WEEK 12: Nov 13th | • Knowledge Transfer Issues            | • Hawk/Zmud Overcoming Knowledge-Transfer Barriers  
• Ranganathan/Balaji "Critical Capabilities for Offshore Outsourcing of Information Systems" | • 200 word essay  
• PPT Presentations |
| WEEK 13: Nov 20th | • Leadership                           | • Gefen/Ragowsky "The Changing Role of the CIO in the World of Outsourcing"  
• Willcocks/Reynolds "Evolving Is Capabilities To Leverage The External IT Services Market" | • 200 word essay  
• PPT Presentations |
| Nov 22nd - 26th | Thanksgiving                          | Thanksgiving—the University is closed (Wednesday through Sunday) |                                      |
| WEEK 14: Nov 27th | • Leadership                           | • Dibbern/Chin "Systemic Determinants of the Information Systems Outsourcing Decision"  
• McKeen/Smith "Creating IT Shared Services" | • 200 word essay  
• PPT Presentations |
| Week 15: Dec 4th   | Final Exam                            |                                      |                                      |