

Course Syllabus  
Current Issues in IS  
Business 454  
Fall 2004

**Instructor:** Bob Stone  
**Office:** ALB 330  
**Phones:** 885-6788 (office)  
892-2108 (home)  
**Email:** rstone@uidaho.edu

**Office Hours:** Tuesday & Thursday 8:15 to 9:30  
Tuesday & Thursday 12:45 to 2:00  
Other times by appointment.

**Prerequisite:** Business 350 or Business 351 or Business 345  
Permission of Instructor

**Text:** Applegate, Lynda M., Austin, Robert D., and McFarlan, F. Warren, *Corporate Information Strategy and Management 6<sup>th</sup> edition*, Irwin McGraw-Hill, Boston, MA: 2003.

**Course Description:** The course examines the unique characteristics of managing and exploiting information technology in an organization operating in a global, networked environment. Attention is paid to leading and managing the information technology function in this context as well as the impacts that information technology has on the organization and its strategy.

**Course Objectives:** The course is designed to expose students to the difficulties and intricacies of managing information technology in a networked environment. The course objectives are for students to:

1. Understand the unique problems and opportunities in managing information technology and its personnel.
2. Appreciate the impacts that information technology has on business strategy.
3. Appreciate the organizational impacts of information technology and information systems.
4. Identify trends in information technology and its management in a global, networked economy.
5. Analyze an organizational situation requiring an information system and prepare a corresponding proposal.

**Course Requirements:** There are several different sets of required materials for the course. All of these will be graded and the resulting scores included in the calculation of the course grade.

1. There will be two exams during the term. One exam will take place during a class period in the semester. The second exam is a **comprehensive** final examination during finals week.

2. A case analysis is also required. The case analysis is to be done in self-selected student teams. The case will be provided by the instructor. The final case analysis will be due prior to the last week of classes.
3. Within the student teams, each team member will have the opportunity to complete peer evaluations of his/her teammates. The peer evaluations will, at the discretion of the instructor, be used to adjust (i.e., increase or decrease) an individual team member's case analysis grade from the team grade. However, grade adjustments will only be made if:
  - a. There were significant intra-team conflict/difficulties.
  - b. The instructor was informed of the team difficulties prior to the completion of the evaluations.
  - c. There is evidence that the team made meaningful attempts to resolve these difficulties.
  - d. A student does not complete all the required peer evaluations. This student may be penalized 5% on their **course** grade as a result.

Note: The objective of performing peer evaluations is twofold. First, these evaluations are designed to aid students in self-managing any conflict within their teams. Second, these also encourage all team members to contribute to the case analysis as well as to reward individuals who perform exceptionally on the case analysis. The instructor will notify teams when peer evaluations are to be completed.
4. There will be approximately 14 business cases presented and discussed in class. Some will require reading of the case prior to class (these cases are in the textbook for the course) while others will not. Quizzes will be administered for most, if not all of these cases.

**Grading Policies:** The course grade will be calculated using the following weights.

Item	Weight
Midterm Examination	30%
Comprehensive Final Examination	35%
Quiz Average	25%
Case Analysis (Adjusted By Peer Evaluations)	10%

**Course Policies:** The following policies will be enforced during the semester. Any unusual circumstances that are not explicitly covered by the following policies will be related to students in class and/or via email. Students are required to make sure that the email address listed on the class role in Banner is checked frequently for class messages. These policies include:

1. **Make-up Examinations:** Missing examinations is discouraged. However, if an exam is missed for a legitimate reason (e.g., a University excused absence, documented illness) please make arrangements with the instructor prior to the examination. If prior notification is not possible, please notify the instructor as soon as possible. A time for a make-up examination will be arranged. At the instructor's discretion, this time may be at the day and time of the final examination.
2. **Make-up Quizzes:** No case quizzes that are missed will be made-up. However, at least two of these quizzes will be dropped from the calculation of the quiz average.
3. **A Grade of Incomplete:** A grade of incomplete is given only for extraordinary, non-academic reasons. The conditions to remove the incomplete and the time period in which

the required work must be completed will be negotiated between the instructor and the student within University regulations and guidelines.

4. **Class Attendance:** While regular class attendance is not mandatory, it is expected. The instructor reserves the right to record class attendance for documentation purposes. Consistent class attendance or chronic class absences may influence the instructor's determination of letter grades in borderline cases.
5. **Academic Dishonesty:** Academic dishonesty such as copying from another student's examination, quiz, or team case analysis is a serious offense. As such, any academic dishonesty will result in a zero being received for the student's work in question. Furthermore, the act of dishonesty will be reported through appropriate University channels.

**Team Rules:** The following are the rules that will be enforced on all teamwork.

1. **All decisions and work are to be done as a team.**

Do not simply have each team member responsible for a part of the case analysis. Each team member needs to be involved in the entire analysis.

2. **All team members are responsible for the content of the case analysis.**

What is completed and submitted for grading is the responsibility of the entire team. If the case analysis is submitted for grading, each team member has implicitly agreed to its content.

3. **If a team member does not participate in the work of the case analysis (does not attend meetings or does not complete agreed upon work in an appropriate fashion or time period), use the peer evaluation form to reflect this lack of participation.**

No team member is to receive a "free ride" from the other team members.

4. **If your team experiences significant conflicts, attempt to resolve these as a group before speaking with the instructor. Document these attempts and, as a last resort, speak with the instructor.**

One purpose of requiring work to be done in student teams is for students to gain experience in successfully dealing with these conflicts before encountering them "on the job." Involving the instructor to resolve these conflicts is a last resort, but must be done prior to completing the peer evaluations.

5. **No work on the case analysis across teams is allowed.**

Each team is to work on its case analysis independent from all other teams analyzing the same case.

6. **Include the names of the team members on the completed case analysis.**

### **Important Dates**

**Final Examination:** Friday, December 17, 2004 1:00PM to 3:00PM

**The final examination is comprehensive.**

**Fall Recess:** Monday 11/22/04 to Friday 11/26/04.

**Tentative Course Schedule**

Week of Semester	Course Content
<b>Theme 1: IT and Managing in a Networked Economy</b>	
Week 1 8/23-8/27	Class Introduction Theme 1 Introduction Text Introduction: Challenges of Managing in a Network Economy
Week 2 8/30-9/3	Text Case I-1: A Tale of Two Airlines in the Network Age Quiz: Text Case I-1 Text Chapter 1: Creating Business Advantage with IT
Week 3 9/7-9/10	Class Case: Frito Lay, Inc.: A Strategic Transition Quiz: Frito Lay Case Class Case: Burlington Northern: The ARES Decision Quiz: Burlington Northern Case
Week 4 9/13-9/17	Text Chapter 2: Crafting Business Models Text Case 1-1: Quicken Insurance: The Race to Click and Close Quiz: Text Case 1-1
<b>Theme 2: Creating a Networked Business</b>	
Week 5 9/20-9/24	Theme 2 Introduction Text Chapter 3: Building Networked Businesses Class Case: H. E. Butts Grocery Company Quiz: H. E. Butts Grocery Company Case
Week 6 9/27-10/1	Text Chapter 4: Making the Case for Networked Business Text Case 2-1: Taco Bell, Inc. Quiz: Text Case 2-1
Week 7 10/4-10/8	Catch-up and Review Midterm Examination: Themes 1 & 2
<b>Theme 3: Managing Network Infrastructure &amp; Operations</b>	
Week 8 10/11-10/15	Theme 3 Introduction Text Chapter 5: Understanding Internetworking Infrastructure Class Case: Collier Property International Quiz: Collier Property International
Week 9 10/18-10/22	Text Chapter 6: Assuring Reliable and Secure IT Class Case: Avalon Information Services, Inc. Quiz: Avalon Information Services, Inc.
Week 10 10/25-10/29	Text Chapter 7: Managing Diverse IT Infrastructure Text Case 3-1: Jamcracker Quiz: Text Case 3-1
<b>Theme 4: Managing a Networked IT Organization</b>	
Week 11 11/1-11/5	Theme 4 Introduction Text Chapter 8: Organizing and Leading the IT Function Class Case: Air Products and Chemicals, Inc. Quiz: Air Products and Chemicals, Inc.
Week 12 11/8-11/12	Text Chapter 9: Managing IT Outsourcing Text Case 4-4: Xerox: Outsourcing Global Information Technology Resources Quiz: Text Case 4-4
Week 13 11/15-11/19	Text Chapter 10: A Portfolio Approach to IT Projects Class Case: Toy World Quiz: Toy World
<b>Fall Recess 11/22-11/26</b>	
Week 14 11/29-12/3	Class Case: Mrs. Fields Cookies Quiz: Mrs. Fields Cookies
Week 15 12/6-12/10	Text Case C-1: Merrill Lynch: Integrated Choice Catch-up & Review

Case Overview

Current Issues in IS  
Business 454  
Fall 2004

The case study focuses on the non-profit Moscow Baseball Association (MBA) which has no paid employees and thus uses only volunteer workers. The MBA sponsors and supports youth baseball teams at four different levels or leagues, Cal Ripken (i.e., 8-12 year-olds), Jr. Babe Ruth (i.e., 13-15 year-olds), Sr. Babe Ruth (i.e., 15-19 year-olds), and American Legion (i.e., 15-19 year-olds). For each league, the MBA charges players' fees, designed to cover the cost of players' uniforms, players' insurance, umpire costs, periodic league provided equipment replacement, and other overhead costs of running the league. In addition, the players' fees have a portion built-in to generate a reserve fund to meet unforeseen contingencies.

Each year, before the season begins, MBA volunteers hold player registration sessions. During these sessions, parents of the players complete registration forms, pay the players' fees, and provide a birth certificate as proof of the player's age. All the registration data is collected in paper form. These sessions are held in late winter or early spring in order to allow the MBA to forecast the number of players in each league. These numbers and the resulting forecasts are critical to plan the number of teams needed in each league, order uniforms, assign or purchase equipment, recruit coaches, and developed league schedules.

This registration process has produced several difficulties in recent years. First, while the registration sessions are reasonably well advertised, each year a number of players fail to register at these sessions and thus register late. As a result, the forecasts of the number of players in each league tend to be inaccurate causing difficulties in arranging teams, coaches, uniforms, and schedules. Second, a number of parents do not pay the players' fees at the time of registration, potentially producing cash flow problems. Third, the record keeping required by these registration sessions is cumbersome. The record keeping includes tracking who registered and in which league, who has paid their players' fees, and who has provided proof of age. Additional information collected at registration that is used by the MBA include a mailing address, phone number, email address, and whether or not the parent will volunteer to help the MBA (e.g., keep score, work the concession stand). An attempt has been made to collect and store the registration data in a database for one of the leagues. However, all the data had to be entered manually during the registration sessions, which was rather slow and cumbersome.

The MBA is considering how to best address these problems with an information system. You have been contacted to prepare a proposal detailing your potential solution. Include in your proposal:

1. How the information system will further and change the strategy and operations of the MBA.
2. The cost model for the system.
3. The revenue model for the system.
4. Any perceived potential problems that will need to be overcome.
5. Any perceived benefits to the organization.

Note: Additional details will be provided by the instructor.

Peer Evaluation Form  
Current Issues in IS  
Business 454

**Evaluation Of:** \_\_\_\_\_ **Team Number/Name:** \_\_\_\_\_

**Directions:**

Respond to the following statements regarding the degree to which you agree or disagree with the statements. For your responses, use the following scale and weights.

<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>

		SD	D	N	A	SA
<b>This individual .....</b>						
1.	Attended meetings on a regular basis.	1	2	3	4	5
2.	Arrived at meetings on time.	1	2	3	4	5
3.	Offered pertinent ideas in meetings.	1	2	3	4	5
4.	Was able to participate in discussions regarding team materials and subjects.	1	2	3	4	5
5.	Was always prepared for team meetings.	1	2	3	4	5
6.	Completed work in professional manner.	1	2	3	4	5
7.	Produced a quality of work that met or exceeded your expectations.	1	2	3	4	5
8.	Worked well with teammates.	1	2	3	4	5
9.	Helped solve disputes within the team.	1	2	3	4	5
10.	Supported team decisions, even if he/she disagreed with these decisions.	1	2	3	4	5

**Total Score** \_\_\_\_\_

**Average Score** \_\_\_\_\_

(Divide Total Score by 10)