Course Syllabus

Course Information

Course Number/Section MAS 6V10-501
Course Title IT Outsourcing and Knowledge Management

Term Spring 2007
Days & Times Friday 7:00P-9:45P

Professor Contact Information

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Course Pre-requisites, Co-requisites, and/or Other Restrictions

No Pre-requisites

Course Description

This course explores IT outsourcing (ITO) and the knowledge management concepts. IT outsourcing is now accepted as a business practice or an alternative mode of managing IT functions while meeting organizational needs. Today, most organizations globally outsource their software development, help desk, data centers, and other IS-related work.

Initially, the course will examine the definition of IT outsourcing and how it differs from traditional contracting. We will explore how to configure and operationalize an outsourcing arrangement, followed by a discussion of issues related to the development of sourcing strategy, contract, and governance structure. Pros and cons of managerial choices made throughout the outsourcing lifecycle will be discussed. Students will gain a deeper knowledge of the concept of outsourcing (total/selective), offshoring, and their implications on a firm.

A discussion of knowledge management, its core concepts and components and its affect on a company decision will follow. Finally, an examination of the factors necessary to bridge the gap between an IT outsourcing relationship and the role knowledge plays throughout the outsourcing lifecycle.
The student will have the tools to make better informed decisions, while utilizing knowledge management concepts in developing, implementing, and managing an ITO arrangement.

Student Learning Objectives/Outcomes
The goal of this course is to provide the student with an understanding of the issues and strategic implications of IT Outsourcing and Knowledge Management. Students will investigate the many different facets of outsourcing and knowledge management, particularly the various business strategies, models, and pertinent management/managerial issues. Upon completion of the course, students should:

1) have a general understanding of IT outsourcing and knowledge management
2) gain a better understanding of issues surrounding the management of an IT outsourcing arrangement and utilization of knowledge management
3) understand the impact of sourcing decisions at multiple levels (organizational and individual employees) and the ethical issues posed
4) learn how an IT outsourcing strategy can potentially enable a firm to gain competitive advantage
5) understand the components of an outsourcing arrangement and how to properly build one
6) gain a better understanding of issues related to knowledge management and its influence on outsourcing arrangements
7) know how to analyze business needs before engaging into an outsourcing arrangement in order to develop an appropriate strategy

Students will also have a clearer understanding of the various aspects of IT outsourcing and know where to go for more information, through self-learning or through additional courses at UTD.

Required Textbooks and Materials
No prerequisites or required textbooks

Suggested Textbooks Course Materials
Optional. The following books discuss the differing aspects of the IT outsourcing phenomenon. UTD Library resources are available.

- Global Sourcing of Business and IT Services, by Leslie Willcocks and Mar Lacity, 2006. Palgrave Macmillan. ISBN: 0230006590
- Global Information Technology Outsourcing: In Search of Business Advantage, by Mary Lacity and Leslie Willcocks, 2001. John Wiley & Sons. ISBN: 0471899593
- Working Knowledge, *Harvard Business School*, 2000, Thomas Davenport, Laurence Prusak

All material is included in the course located on WebCT.

Assignments & Academic Calendar

The schedule below is tentative. You will be notified if the reading material or its order changes.

#	DATES	TOPIC/LECTURE	READING ASSIGNMENT / ACTIVITY
1	1/12	▪ Course introduction & overview ▪ UTD eJournals access ▪ Abstract structure ▪ Components of research articles	Class discussion Lunsford, T. R., and Lunsford, B. R. (1996). Research Forum: How to Critically Read a Journal Research Article. Journal of Prosthetics and Orthotics, 8(1), 24-31. How to write an abstract? Berkeley University.
2	1/19	▪ Introduction to IT outsourcing ▪ Pros and cons case study	Alborz, S., Seddon, P. B., and Scheepers, R. (2003a). *A Model for Studying IT Outsourcing Relationships.* Proceedings of the 7th Pacific Asia Conference on Information Systems, Adelaide, Australia. Huber, R. L. (1993). How Continental Bank Outsourced Its Crown Jewels. *Harvard Business Review, 71*(1), 121-129.
3	1/26	▪ Strategic Intent ▪ Outsourcing strategy	DiRomualdo, A., and Gurbaxzni, V., "Strategic Intent for IT Outsourcing," Sloan Management Review, Summer 1998, Vol. 39, 4, p. 67-80. Kern, T., and Willcocks, L. P. (2002a). Exploring Relationship in Information Technology Outsourcing: The Interaction Approach. *European Journal of Information Systems, 11*(1), 3-19.
4	2/2	▪ Outsourcing contract ▪ Contract issues	Fitzgerald, G., and Willcocks, L. P. (1994a). *Contracts and Partnerships in The Outsourcing of IT.* Proceedings of the Fifteenth International Conference on Information Systems, Vancouver: Canada.
5	2/9	▪ Outsourcing cost ▪ Hidden cost and implications	Barthelemy;, J. "The hidden costs of IT outsourcing" Sloan Management Review, Spring 2001; Vol. 42, Iss. 3; pg. 60-70.
6	2/16	▪ Outsourcing service providers ▪ Vendor selection ▪ Managing vendor expectations	Levina, N., and Ross, J. W. (2003). From the Vendor's Perspective: Exploring the Value Proposition in Information Technology Outsourcing. *MIS Quarterly, 27*(2), 331-364.
7	2/23	▪ Managing the risks in outsourcing	Aubert, B. A., Dussault, S., Patry, M., and Rivard, S. (1999). *Managing The Risk of IT Outsourcing.* Proceedings of the 32nd Hawaii International Conference on System Sciences.
8	3/2	▪ Outsourcing configuration ▪ Managing outsourcing relationships ▪ Outsourcing relationship models	Alborz, S., Seddon, P. B., and Scheepers, R. (2004). *Impact of Configuration on IT Outsourcing Relationships.* Proceedings of the 10th Americas Conference on Information Systems, New York, NY.
	3/5	*** * * * S P R I N G B R E A K * * * ***	
9	3/16	▪ Quality of relationship (QoR)	Alborz, S., Seddon, P. B., and Scheepers, R. (2005). *The*

#	DATES	TOPIC/LECTURE	READING ASSIGNMENT / ACTIVITY
		▪ How to measure quality relationships between parties ▪ Normative attributes - Trust	*Quality of Relationship Construct in IT Outsourcing.* Proceedings of the Pacific Asia Conference on Information Systems.
10	3/23	▪ Group presentation ▪ Common theories used in IT outsourcing	Class discussion Fontenot, R. J., and Wilson, E. J. (1997). Relational Exchange: A Review of Selected Models for a Prediction Matrix of Relationship Activities. *Journal of Business Research, 39*(1), 5-12.
11	3/30	▪ Outsourcing Success ▪ Group presentation	Mohr, J. J., and Spekman, R. E. (1996). Perfecting partnerships. *Marketing Management, 4*(4), 34-43.
12	4/6	▪ Knowledge management ▪ Group presentation	Rowley, J. (1999). What is Knowledge Management? *Library Management, 20*(8), 416-419.
13	4/13	▪ Knowledge management ▪ Group presentation	Zack, M. H. (1999). Managing Codified Knowledge. *MIT Sloan Management Review, 40*(4), 45-58.
14	4/20	▪ Group presentation	Class discussion
	4/27	**Final Exam**	

Explanation of Grading Policy:
The course will be taught in graduate seminar format (i.e. classes will revolve around topics assigned in the syllabus and will be facilitated by the instructor). Students are expected to read the assigned journal articles and be prepared to discuss the topic. Class attendance is extremely important. Excessive absences will result in a failing grade.

Grades are based on total points, averages are not used. Participation points will be awarded on a weekly basis. Everyone begins with 0 points and points can be added or subtracted at any time. Participation points are awarded to any student who contributes to the understanding of the class as a whole. It will reflect performance in such areas as responding to the instructor's particularly addressed questions, participating in focused class discussions, articulating with clarity difficult concepts in the assigned materials. The quality rather than quantity of responses will be the basis for assessing performance. Also, there will be five quizzes (3 questions, multiple choices) throughout the semester.

Grade Determination		Grading Scale	
Quizzes	15 point	90-100	A
Class participation	15 points	80-89	B
Group presentation	20 points	70-79	C
Final exam	50 points	60-69	D
Total	= = = = = = **100 points**		

Participation

Participation is required and significantly important in this class. Each student must accept the responsibility for class preparation and read the assigned material prior to class session and be prepared to discuss the content individually or as a group. Reading materials/articles will be assigned by the instructor during the semester. All students are required to fill out the student evaluation that will be provided toward the end of the course.

Assignment Submission Instructions

Each student hands in a one-page synthesis of the assigned articles at the beginning of each class session. Also, students will form groups (up to three students) and each group is expected to take part in one group project (see table below), present their research finding (PowerPoint) during their assigned presentation session, and hand in an analysis not exceeding four pages (word document, times roman 12 point font). If you are not sure what to do, please email the instructor (salborz@utdallas.edu).

Group Projects

#	Project
1	Book: Outsourcing to India. Chapter 17, Vendor Selection, pp. 165-175, ISBN: 3540208550
2	Book: Outsourcing to India. Chapter 20, Knowledge transfer, pp. 209-217, ISBN: 3540208550
3	Book: Strategic outsourcing: a structured approach to outsourcing decisions and initiative. Chapter 2, pp. 17-34, ISBN: 0814404340
4	Book: Global Information Technology Outsourcing: In Search of Business Advantage. Managing stakeholder relationships, pp.281-310, ISBN: 0471899593
5	Book: Framing the domains of IT management: projecting the future through the past. Chapter 2, Managing the organizational knowledge, pp.15-29, ISBN: 1893673065
6	Book: The IT outsourcing guide. Chapter 11, Forming the contract, pp.141-159, ISBN: 0471499358
7	Feeny, D. F., and Willcocks, L. P. (1998b). Core IS Capabilities for Exploiting Information Technologies. MIT Sloan Management Review, 39(3), 9-21. Feeny, D. F., and Willcocks, L. P. (1998a). Re-designing the IS Function Around Core Capabilities. Long Range Planning, 31(3), 354-367.

In-Class Examination

There will be one final open book exam. Students can use their notes, books, lecture materials, and internet. Exams are designed to evaluate your understanding of the fundamental concepts discussed in class or covered in assigned materials. However, no interactions between students are permitted during the exam sessions.

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Series 50000, Board of Regents, The University of Texas System,* and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work or material that is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's U.T. Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individual corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their U.T. Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy of the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the deal will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:
The University of Texas at Dallas, SU 22
PO Box 830688
Richardson, Texas 75083-0688
(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused, will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

Off-Campus Instruction and Course Activities

Off-campus, out-of-state, and foreign instruction and activities are subject to state law and University policies and procedures regarding travel and risk-related activities. Information regarding these rules and regulations may be found at the website address given below. Additional information is available from the office of the school dean. (http://www.utdallas.edu/BusinessAffairs/Travel_Risk_Activities.htm)

These descriptions and timelines are subject to change at the discretion of the Professor.