

CIT 49900 Global IT Management

Spring 2016 Course Syllabus

COURSE INSTRUCTOR

Dr. Eugenia Fernandez
Office: ET 301
Phone: 274.6794
Email: efernand@iupui.edu

Office Hours: Wed 11 a.m. - Noon

Communication Policy

The best way to contact me is via Canvas Messages. I will respond to email within 48 hours. I generally check my email in the evening as I am usually in meetings during the day. I do not do any school work on Saturdays. I accept requests for individual meetings outside of my office hours, both in person and online. To arrange an appointment, you can email or call me, or contact my assistant, Sheila Walter at 274-9705.

I do not accept Facebook friends, but will connect on LinkedIn.

COURSE DESCRIPTION

This course is designed to increase your understanding about the challenges faced by Chief Information Officers, experience first-hand Indian IT services industry, education and culture, and learn about the various models used by companies to manage outsourced and offshored work. The course will involve classroom sessions once per week during the semester with an embedded study abroad program to India over spring break.

The study abroad program will consist of the following key elements:

- Visits to Indian (i.e. TCS, KPIT Cummins, HCL.) companies across the IT sourcing supply chain so that students learn how work is distributed to the various parties, how that work is completed, and how and why partnerships are developed
- Visit to local universities where students will be able to interact with Indian students and learn about the differences between the US and Indian education systems, culture, and lifestyle
- Visits to a variety of cultural and historical sites to help the students understand the environment in which the outsourcing and offshoring industry has developed

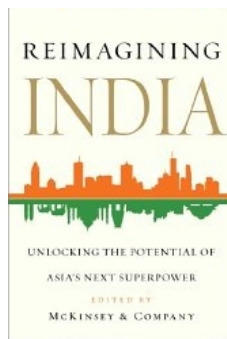
Most of your learning will be done independently outside of class. Class time will be spent discussing topics covered in the readings or with a guest speaker who will share their personal experiences and relate them to the selected readings.

Course Outcomes

By the end of this course, the student will...

- acquire knowledge of and be able to discuss the business climate and culture in India
- discuss, compare & contrast the customs and culture of India with American customs
- discuss, compare & contrast the Indian and American education system
- be aware and be able to demonstrate knowledge of
 - the economic impact of outsourcing on both the Indian and US economies
 - the strategic issues that CIOs deal with when outsourcing IT work to India
- understand the critical skills required to be a successful CIO and IT leader
- understand the key business, technical, and leadership priorities of successful CIOs
- discuss the relationship between IT and business success

COURSE MATERIALS

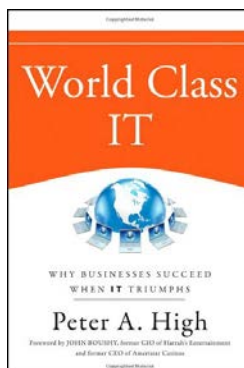


Reimagining India: Unlocking the Potential of Asia's Next Superpower

McKinsey & Company (Editor)

Publisher: Simon & Schuster
(November 19, 2013)

ISBN: 1476735301



World Class IT: Why Businesses Succeed When IT Triumphs

by Peter A. High

Publisher: Wiley Press/Jossey-Bass; 1st edition
(December 9, 2009)

ISBN-10: 0470450185

ISBN-13: 978-0470450185

Other Secondary Reading (if you want to explore further)

- *Imagining India: The Idea of a Renewed Nation*, by Nandan Nilekani
- *India Unbound: The Social and Economic Revolution from Independence to the Global Information Age* by Gurcharan Das

- *The World is Flat* by Thomas Friedman
- *India in Slow Motion* by Mark Tully

CIT STUDENT OUTCOMES

- (e) An understanding of professional, ethical, legal, security and social issues and responsibilities.
- (f) An ability to communicate effectively with a range of audiences.
- (g) An ability to analyze the local and global impact of computing on individuals, organizations, and society.
- (h) Recognition of the need for and an ability to engage in continuing professional development.

GRADING

Your grade in this course will be determined by the following components:

Component	Points	%
Discussion Forum Entries	80	16%
Classwork	70	14%
Journal Article Review	80	16%
India Journal	35	7%
Reflection Paper	100	20%
CIO Interview Paper	100	20%
CIO Interview Presentation	35	7%
Total	500	%

Discussion Forum Entries

Each week you will be expected to complete one or two readings from our textbooks, podcasts, or articles. You will be expected to post an entry in our discussion forum following the DEAL model that contains a summary of the reading/podcast and your reaction to it (Describe, Examine). (A handout on this model is available in our Files in Canvas.) After the first posts, you will also be expected to respond to one other post blog from the previous week, making connections to other posts (Articulate Learning). These posts must be completed each week by class time. Reading assignments will alternate between CIO and India related. Your choice of posts is subject to the parameters in the table below.

Note that posts which make connections between readings and guest speakers will earn higher points than those that simply summarize the material. ***Making connections is key to this class.***

CIO Choices	India Choices
<p>Material related to the week’s topic from one of the following sources:</p> <ul style="list-style-type: none"> • Articles/resources from CIO Magazine: http://www.cio.com/ • Blog from Heller Search Associates: http://blog.hellersearch.com/blog • World-Class IT Interviews & Podcasts: http://www.metisstrategy.com/forum-on-world-class-it/ <p>You must do 2 of each type, but you can choose what type to do each time a chapter from the High book is assigned.</p>	<p>You have your choice of articles from each assigned chapter. However, each student must select a different reading from the chapter. You can stake your claim to an essay by posting the title in the Discussion Forum early in the week and then adding your summary as a reply to the title post. Chapter 1 has less than 9 articles so some overlap is allowed for that chapter.</p>

Selections in each category cannot be used by more than 1 student. You can stake your claim to an essay/article/podcast by posting the title in the Discussion Forum early in the week and then adding your summary as a reply to the title post.

Classwork

Because we only meet once per week, attendance is critical and classwork will be nearly impossible to makeup. I will not take attendance in class. However, you will lose the points for that day’s classwork. Each in-class assignment will be graded on a 0 - 5 point scale, with 5 points given for good faith effort, 3 for perfunctory work and 0 for missing/not completed work.

When we have guest speakers, classwork will be a discussion sheet to complete to reflect on what you learned from the speaker and to capture questions you may want to during your CIO interview or for your India paper.

For other days, classwork will consist of a discussion questionnaire that will be completed based on your reflection on that day’s discussion. Your responses to the questions will be turned in for credit at the end of each class. In addition, you will use this to record questions for your final project.

Journal Article Review

For this assignment, you will select a research article from the list provided, or find one on a class-related topic that interests you (check with me). This article must come from a professional journal. The article should be no more than 12 years old (i.e. published in 2003 or after).

The objective of your critique is to describe the purpose, method, and conclusion of the study and connect it to Peter High's principles, the future state CIO competencies, or other material covered in the forum.

Start your critique with the article citation in APA format, followed by a statement of the type of research it reports (i.e. descriptive, survey, correlational, quasi-experimental). Follow with these headings.

- Statement of the Research Problem
- Description of Research Procedures
- Conclusions
- Connections to Other Work (i.e. our class readings)

India Journal

During our stay in India, you will be expected to keep a journal to record impressions of your experiences. A minimum of 1 entry per day is expected. This journal will be invaluable to you as you write your reflection paper.

India Reflection Paper

Upon our return from India you will write a paper (3-4 pages max, 12 point Times font, 1" margins, 1.15" line spacing with one line between paragraphs) reflecting on your experiences, and making connections to our readings, and at least 2 external resources (journal articles, podcasts, commentaries). This is a hybrid research paper that includes personal reflections on what you learned, what you saw, how it affected you, and how it relates to course readings and other sources. Relate specific experiences to illustrate your reflection. You may want to focus your paper on one or two concepts covered in our *Imagining India* book. ***Again, making connections between the readings and what you experienced is key.***

CIO Paper & Presentation

This project should be something that will be meaningful for you. Therefore, I will work with you to identify a CIO you would like to interview at a company where you might be genuinely interested in working. If you have already accepted a full-time or internship position let me know and I will try to help you arrange to interview the CIO of your new company.

You will contact the CIO and arrange a convenient time to conduct the interview. You will then write a paper (minimum 4 pages, 12 point Times font, 1" margins, 1.15" line spacing with one

line between paragraphs) on the CIO and company of your choice. In addition to the paper, you will also present a *15 minute* presentation about your CIO and company. Your paper and presentation will be turned in on the first day of presentations. Included in the paper will be:

1. Overview of company, CIO, IT structure
2. Select at least one of the Principles of World Class IT, and discuss how your CIO addresses this principle & why it is critical for them and their business. Include connections to resources used in class (e.g. CIO Magazine, articles, podcasts)
 - a. Recruit, train, and retain World Class IT people
 - b. Build and maintain a robust IT infrastructure
 - c. Manage projects and portfolios effectively
 - d. Ensure partnerships within the IT department and with the business
 - e. Develop a collaborative relationship with external partners
3. Discuss the impact of globalization on the CIO and the company. If the company has operations in India or outsources some of their IT, relate that to our readings or other sources. If the company has no global presence, you can skip this section.
4. Conclusion
 - a. Based on Future State CIO Model, what type of CIO is your subject? ***Provide supporting evidence from your interview.***
 - b. Summarize how their priorities fit with our discussions in class and what you found interesting about what you learned from them.

Note: you must include citations to at least three external sources.

Presentations should present the key points in the paper, touching on the highlights of each topic and a summary of your thoughts and analysis of the company and CIO. The goal of the presentation is to present a summary of your CIO and their company to the rest of the class. The presentation grade will be based on how well you select the important points to highlight and your ability to clearly present the information to your classmates.

CIO Interview Project Timeline

Week 1	Discuss potential CIOs/companies to interview
Week 4	Confirm your choice of CIO/company and plan
Week 6	Turn in interview questions for review
Weeks 14-16	Project Presentations in class

FINAL GRADE

Your final grade will be determined using the following scale. I may lower the scale, but it will never be raised.

A	93% or above	C+	77 - 79.9%
A-	90 - 92.9%	C	73 - 76.9%
B+	87 - 89.9%	C-	70 - 72.9%
B	83 - 86.9%	D	60 - 69.9%
B-	80 - 82.9%	F	below 60%

CIT GRADE STANDARDS

- A Represents the highest grade possible and indicates outstanding achievement. This grade is not automatically given to the top student performance but instead indicates student work which demonstrates complete mastery of course learning objectives or evinces a level of creativity or originality which far exceeds course expectations. The grade indicates the student works independently and with strong initiative, seeking knowledge outside the normal framework of the course.
- B Represents achievement considerably above expectations. Student performance demonstrates thorough understanding of course learning objectives and a high level of creativity or originality.
- C Student performance meets designated course requirements and demonstrates understanding of the course material and attainment of the course learning objectives. This is the grade that may be expected of a student who puts forth a reasonable amount of time and effort and completes all requirements.
- D This grade denotes substandard work and indicates incomplete and inadequate understanding of the course learning objectives. It indicates work which may not satisfy all requirements.
- F This grade indicates serious deficiency in understanding course learning objectives and failure to complete requirements of the course.

ACADEMIC INTEGRITY STATEMENT

Cheating is absolutely not tolerated at IUPUI!

The IUPUI Code of Ethics is based on the need for trust in an academic community. IUPUI's system is developed by and maintained for the welfare of its students, and all students should make sure that they read and understand the provisions outlined in the Student Handbook. The code, which is available in the Office of the Dean of Students and in all school office, spells out what constitutes unacceptable behavior and the procedures to be followed when there are alleged cases of misconduct. The dean of students also has some very brief pamphlets on key areas of the code. The link that follows is not the code but rather abbreviated and paraphrased statements on key elements of the code: academic and personal misconduct as well as a section on what students should do if they believe that other students, faculty, or staff have violated their rights. The code also explains the procedures employed and how students may appeal

decisions. For more information, consult the Code of Student Rights, Responsibilities, and Conduct as well as brochures located in the Office of the Dean of Students.

[Indiana University Purdue University Indianapolis Code of Conduct](#)

Any form of cheating/plagiarism on an assignment, homework or quiz will result in both a zero score for the assignment, and a one-letter grade penalty in the course. The case will be reported to the Chairman of the Department of Computer, Information & Leadership Technology and a letter describing the infraction will be placed in your student file. Further disciplinary action will be pursued according to university policy as described in Part III of the Code of Student Rights, Responsibilities, and Conduct (Issued August 15, 1997). Cheating, or helping another student to cheat, are considered equal cases of academic dishonesty and will be dealt with as noted above.

What constitutes cheating?

Giving another student access to your computer account, or negligently permitting another student to access your computer account constitutes cheating on your part if that other student copies any files that become implicated in a cheating case. Protect your account as if your academic career depends on it!

Giving another student your code "just to look at" has resulted in serious problems for both students in the past-even with the best of intentions. **Do not give your code to other students.**

Note: When creating graphics or Web sites, treat Web content as you would treat content from a published article or book. Please see below for what is considered "**Acceptable**" and "**Cheating**".

Acceptable	Cheating
Including a brief quote from a web page with the source cited.	Copying entire pages or paragraphs and republishing it as your own.
Using graphics from a free clip art or graphic site.	Using someone else's graphics without permission.
Discussing an assignment with another student.	Copying another student's work.
Looking at code samples to help you figure out what to do.	Copying entire code segments and submitting it as your own.

If you are confused as to the difference between helping each other (which is encouraged) and plagiarism (which will not be tolerated), please ask me.

CIT STUDENT LISTSERV

Want to receive email notices of CIT news, activities, job opportunities and other CIT-related announcements?

Join the CIT Students listserv!

How to Join

Send an email **from the email account at which you want to receive messages** to listserv@iupui.edu. The **body** of the email should contain the following line (substituting your name for *lastname firstname*).

subscribe cit-students *lastname firstname*

CAMPUS SERVICES

Need or Want Help with Your Writing or Speaking Assignments?

TCM Writing
Center

The TCM Writing Center, located in ET 232, offers free tutoring to E&T students on their writing and speaking needs. I encourage you to use the Writing Center's services. Information and tutoring hours are available on the TCM Writing Center [website](#). You can sign schedule an appointment there as well. If the tutor is not working with another student, walk-ins are also welcome. Call 317-278-9946 if you have questions or would like more information.

University
Writing Center

The University Writing Center (UWC) is a free service available to all IUPUI students, faculty, and staff, at both the graduate and undergraduate level. It is a place where students can go for help with writing assignments and projects. The UWC offers students the opportunity to work one-on-one with experienced readers and writers. To better serve the IUPUI community, the UWC offers two convenient locations: Cavanaugh 427 and University Library 2125. Both centers are staffed with the same experienced faculty and student tutors.

Visit <http://www.iupui.edu/~uwc/> for more information.

What you should
know about sexual
misconduct:

IU does not tolerate acts of sexual misconduct, including sexual harassment and all forms of sexual violence. If you have experienced sexual misconduct, or know someone who has, the University can help. It is important to know that federal regulations and University policy require faculty to promptly report complaints of potential sexual misconduct known to them to their campus Deputy Title IX Coordinator(s) to ensure that appropriate measures are taken and resources are made available. The University will work with you to protect your privacy by sharing information with only those that need to know to ensure the University can respond and assist. If you are seeking help and would like to speak to someone confidentially, you can make an appointment with a Mental Health Counselor on campus (contact information available at <http://stopsexualviolence.iu.edu/employee/confidential.html>). Find more information about sexual violence, including campus and community resources at <http://stopsexualviolence.iu.edu> .

Adaptive Educational Services

Adaptive Educational Services (AES) provides accommodations for students with special challenges or disabilities that may affect their classroom performance. If you are eligible you may register with AES by calling 274-3241. Visit <http://aes.iupui.edu/> for more information.

Student Advocate Office

The Student Advocate Office will answer your questions, direct you to the appropriate departments and people, familiarize you with university policies and procedures, and give you guidance as you look at ways to solve problems and make choices. For more information, visit them in UC002 or contact them at 274-4431, at stuadvoc@iupui.edu, or at <http://www.life.iupui.edu/advocate/>.

CAPS

If you find that life stressors are interfering with your academic or personal success, consider contacting Counseling and Psychological Services (CAPS). All IUPUI students are eligible for counseling services at minimal fees. CAPS also performs evaluations for learning disorders and ADHD; fees are charged for testing. CAPS is located in the Walker Plaza, Suite 220, 719 Indiana Ave. For more information, see the [CAPS website](#) or call them at 274-2548.

Disruptive Students

Disruptive students may face disciplinary action according to University policy. Visit the [Student Code of Conduct](#) page for more information.

FINAL THOUGHTS

This course will cover a lot of material and challenge you. Just like in industry, much of this course depends on you. If you work hard and give a true effort at learning the material, you will do just fine in this course.

There are many different ways to work through all of the material that we will cover in this course. I encourage you to think outside of the box and share your thoughts and ideas with the class, or ask questions in the forums as we progress through the class. There is no such thing as a “stupid question”. And chances are, if you have a question, another student in the class probably has the same question. We are working with cutting edge new technology, so we need to take advantage of the opportunity to learn from each other.

I'm looking forward to working with each of you this semester and doing what I can to help you do your best. And I'm sure along the way you'll teach me a thing or two as well. Let's have fun!