

Gray's MIS 301: Introduction to IT Management Spring 2012 – Unique Number: 03620

Instructor	Katie Gray – katie.gray@mcombs.utexas.edu Information, Risk and Operations Management (IROM) Department
Class Time	MW: 3:30-5:00pm
Class Location	CBA 4.328
Office	CBA 3.408 (near the south side of wide escalators on 3 rd floor by the Hall of Honors)
Mailbox	IROM Department, CBA 5.202
Phone	(512) 232-8190
Office Hours	MW 2:00pm – 3:00 pm and by appointment (email Katie 2-3 days ahead to make an appointment if you work or have class during office hours)
Teaching Assistants	Kya Laulainen - Kya.Laulainen@bba09.mcombs.utexas.edu Lauren Raizada - l_raizada@yahoo.com

Course Description

Information Technology (IT) has transformed all aspects of 21st century business and everyday life. New IT investments continue to be staggering. Worldwide, over \$2.5 trillion has been invested in IT. In the U.S., over 50% of capital expenditures are related to IT. IT has triggered new forms of organizations; transformed business process innovation; and impacted organizational structure, culture, politics, decision-making and society as a whole. IT is also transforming how physical products are designed, how services are bundled with products, and how individuals interact with businesses and with other individuals. A silent transformation of physical items is occurring as more and more products use embedded IT to improve customer experience and product performance. The pervasiveness of IT is expanding global trade and changing how and where work is performed.

The availability of vast amounts of searchable data is changing the nature of the learning required to succeed in traditional business disciplines such as finance, accounting, and marketing. It is vital that future managers – from all majors – have a working knowledge of modern IT, practical experience in its use, and management perspectives on how IT is used to reshape products, services, and organizations.

MIS 301 will focus on three broad issues: (1) using IT for strategic competitive advantage, (2) IT core skills and management and (3) IT at the intersection of functional business areas. Topics covered include the IT ecosystem, using information systems (IS) for competitive advantage, databases, networking and data communications, supply chain management systems (SCMs), e-commerce, business process management, data mining, business intelligence and knowledge management, Web 2.0 technologies, user-generated content (UGC), social networks, and IT security. While students are introduced to the practical business uses of some technology tools (Excel in particular), the real value that students gain from MIS 301 comes from understanding the strategic possibilities inherent at the intersection of business and technology.

Academic Rigor and MIS 301 Workload

Welcome to the McCombs School of Business, where everyone admitted – including you – is a top student. In order to challenge you and truly add to your education, the McCombs School is committed to rigorous, cutting-edge classes. This means that you can expect a *substantial* workload; all MIS 301 sections require significant reading, writing and learning new critical thinking processes.

Required Textbook *Information Systems: A Manager's Guide to Harnessing Technology* by John Gallaugher, Flatworld Knowledge, Inc., Version 1.1, ISBN 978-0-9823618-1-8; available through the following website <http://www.flatworldknowledge.com/node/602843>

Required Readings *Course Packet* – available at UT Co-op
Listed in the schedule and posted or linked on Blackboard

Class Website Announcements, assignments, course schedule, additional readings, and other information are available on Blackboard at <http://courses.utexas.edu>

Readings and Class Participation

Come to class ready to join the discussion on the day's reading. Your knowledge and experience will add to class learning, making the discussion informative and productive. *Students will be cold-called*, so it is in your best interest to come prepared and to participate actively. High-quality class participation includes:

- Attending class regularly
- Doing assigned readings before class
- Making useful and succinct contributions to class thinking
- Offering good analysis of class topics supported by facts from class readings, outside readings, or from your own experience
- Adding constructive disagreement to the class conversation (in-class and online)
- Contributing when called on
- Letting others speak, and, in fact, encouraging them to speak
- Posting questions, comments, and information on the Blackboard class Discussion Board

Piazza Discussion Board

We'll be conducting all class-related discussion on Piazza (www.piazza.com) this term. Piazza is a question-and-answer platform specifically designed to get you answers fast. They support LaTeX, code formatting, embedding of images and attaching of files. The quicker you begin asking questions on Piazza (rather than via individual emails to a classmate or one of us), the quicker you'll benefit from the collective knowledge of your classmates and instructors. We encourage you to ask questions when you're struggling to understand a concept.

Attendance

You will learn more if you attend class regularly, take notes, ask questions, and contribute to discussions. Coming to class is important, since many exam questions come from lectures and class discussion. Attendance is taken periodically because it is helpful for me to know who is coming to class. At the end of the semester, those with **perfect** attendance will receive a bonus – 10 extra points added to their overall final grade. (There are no “excused” absences for the bonus).

Developing as Critical Thinkers

Why are McCombs classes rigorous? Our goal is to help you go beyond being a top student. Our vision is that you will become a productive employee, an effective project leader, a future division leader, perhaps a future CEO. Some of you will work in traditional companies; some will work for nonprofits; some will become professional business consultants; some will grow a family business or start your own successful business.

All these career paths have something in common: to succeed in a constantly changing business world, you must constantly seek new information from the environment, make sense of it with your colleagues and business partners and act on it to develop and implement your business strategy. You must be able to think critically.

In order to think critically, you need a knowledge base. A significant part of MIS 301 involves reading, learning, and sometimes memorizing conceptual models and theories. Learning these base concepts will give you a foundation for thinking critically and solving real business problems. The goal of MIS 301 is to deliver learning that will serve you in the future, both at UT and in your career.

Deliverables

In most business settings, a deliverable is the product of your work that can be conveyed to and assessed by someone else. A deliverable does not have to be a tangible document, but it does serve as the evidence that you have completed an assigned task. Deliverables for MIS 301 consist of critical thinking assignments, skills assignments, class participation, reading quizzes, and exams. The critical thinking assignments will push you to think strategically about using IT in business. The skill assignments emphasize IT capabilities you will use in your careers. Detailed content and grading criteria will be posted on Blackboard for each assignment. The assignment weights are detailed below.

Fairness, Deliverable Deadlines and Time Management

Deliverables are assigned because work outside of class supplements and reinforces learning. Deliverables are also due at designated times and in specific formats, all of which will be described in assignment criteria. To be fair to everyone in class and to get assignments graded and returned in a timely fashion, we have to have deadlines. Please turn things in on time.

- Deliverables handed in *after* the due date/time but *during the next 24 hours* will receive half credit.
- Deliverables will not be accepted more than 24 hours after the due date.
- PLEASE double-check deliverables submitted through Blackboard to make sure your assignment file is attached. If your file is not attached, you will not receive credit for the assignment!
- Quizzes and Free-Writes are given in class; some are announced, others are not. These items *cannot be made up* and are often given at the beginning of class, so please be on time.

Re-Learning on Assignments and Exams

Asking questions after your exams and assignments have been graded reinforces learning and helps you to understand your strengths and weaknesses with course material. Therefore, I encourage you meet with me to discuss your assignments. However, you must do so within ONE WEEK of the day the homework is returned or grades are posted on Blackboard. *After the one-week window, your grade for that assignment is permanent.*

Deliverable Detail	Points
Critical Thinking Assignments	330
Application Development Project (ADP) – 3 deliverables	155
ADP1: Turn in ADP Team List	5
ADP2: Project Proposal – PowerPoint	50
ADP3: Final Deliverable – Paper and Financial Analysis	100
RFID Case Quiz	5
RFID Case Write-Up	120
Microsoft Case Quiz	5
iPremier Quiz	5
IT Interview	40
Skills Assignments	90
Excel 1 – Gradebook and Retirement Portfolio	20
HTML Assignment	25
Excel 2 – Class Survey Analysis	25
Access 1 – Events Management Database	5
Access 2 – Pet Walking Database	15
Class Participation	15
Class Participation Quiz 1	5
Class Participation Quiz 2	10
Reading Quizzes and Free Writes	15
Quiz/Free Write 1	5
Quiz/Free Write 2	5
Quiz/Free Write 3	5
Exams	650
Exam 1	150
Exam 2	200
Exam 3	300
Total Available Points	1100

Instructions for Mac Users

Some of the assignments involving databases and Excel add-on may require you to use Windows. There is no Access database for Mac OS. You can address this issue in two ways:

- a) Install Windows 7 on your Mac. You can run both Mac OS and Windows using Bootcamp, VMWare Fusion or Parallels. Bootcamp comes with your Mac but in order to switch from Mac OS to Windows you will have to reboot. VMWare or Parallels will let you run both OSs at the same time and switch instantaneously. However, running this software can slow your Mac down considerably.
- b) Use the labs in the McCombs School to complete your assignments. All the software used in MIS 301 is installed on the computers in both the Millennium and Mod Labs.

Class Participation, Quizzes, and Free Writes

Twice during the semester, you will grade yourself on your own participation by taking a short online quiz with True/False questions related to your contributions to class learning. There will be several short multiple-choice quizzes on class readings. Some quizzes will be announced, some will not. Occasionally in class, we will also do “think and learn” free write assignments on class readings. Because quizzes and free writes are related to class attendance, there are no make-ups if you miss class or come in late. *READ the material prior to the day it is due, and you will do well on quizzes, free writes, and class participation.*

Writing Quality Policy

Written communication is a key part of any professional’s day-to-day responsibilities. Throughout your career, your writing will be used to assess your priorities, personality, and capabilities. In today’s world, it is common to have a close working relationship with someone exclusively through email. In short, **YOU ARE WHAT YOU WRITE!** To succeed in a networked world, you need to create effective, professional and error-free work in a variety of formats.

You won’t receive the grade you want in any McCombs class if your deliverables contain major grammatical or syntactical errors, spelling mistakes, or poor organization. Slang, “text speak,” and other highly informal language is not appropriate in any business context (including emails to your professor). This is not an English or a Writing course, but you **MUST** write well to succeed. The more you practice professional writing, the sooner it will become second nature.

It is acceptable and encouraged to ask a peer to proofread your deliverable before handing it in. (Just follow the Academic Dishonesty Guidelines – proofreading doesn’t mean copying!) Peer editing helps both editor and edited improve their writing skills and understanding of the material. You can also bring a draft of your paper to the professor, the TAs, or the Undergraduate Writing Center (<http://uwc.utexas.edu>) for help.

Final Grading Policy

The final letter grade in the class will be based on a curve. Per McCombs policy, the average final grade in MIS 301 will be between 3.2-3.3. However, this average can be higher (or lower) based on overall class performance. I will use the plus/minus grading system and details on the plus/minus breakdown will be presented in class. You may expect the following grade distribution: approximately 30-35% will receive an A or A-, about 15-20% a C+ or below, and 45-55% will receive a B+, B, or B-. However, if the overall class performance exceeds the instructor’s expectations, the percentages of A, B, C, etc. could change.

Exams

There are three exams in MIS 301. Two are in-class midterms, and the last exam is given during the final exam period. The final exam is **not** cumulative. Exams will combine multiple-choice and essay format. There are no make-up exams. If you miss a midterm exam for an extreme emergency, you can have the final exam grade count for both the missed midterm and the final. That one exam will thus constitute a greater portion of your course grade. *The extreme emergency must be approved by the instructor BEFORE the exam date.* Counting one exam twice is a gutsy move and not recommended.

In-Class Technology Use Policy

Please turn cell phones, pages, iPods, and other devices OFF during class time. When a true need to communicate with someone outside of the class exists (e.g., a medical emergency, etc.), inform me before class.

Based on strong feedback from previous students and agreement among all the MIS 301 instructors, **the use of laptops is not allowed in class**. The rule applies to all McCombs MBA classes, so you are in good company. When students surf the web, answer email, check Facebook, and stray from the topic at hand, they do themselves and distracted peers a disservice. For this reason, **texting in class is also a violation of the no laptop policy**. Thanks for respecting this simple rule.

Drop Policy

University policies permit you to drop this course with instructor approval by the withdraw/drop deadlines set by UT. The Spring 2012 Q-drop deadline is April 2. After the deadline, students who drop the course receive a grade based on what they have earned in the course at that point.

Blackboard Use & Class Learning

Your use of Blackboard's email should be for course-related messages only; please see UT Austin's Acceptable Use Policy. Messages such as selling football tickets and posting party invites are not considered course-related unless your instructor has specifically allowed this usage for his/her class. See UT's Acceptable Use Policy at http://www.utexas.edu/academic/blackboard/answers/email_abuse.html. PowerPoint slides will be available on Blackboard in time for you to bring hard copies to class.

Information Privacy

Password-protected class sites, such as Blackboard, are available for all accredited courses taught at The University. Syllabi, handouts, assignments and other resources are types of information that may be available within these sites. Site activities could include exchanging email, engaging in class discussions and chats, and exchanging files. In addition, class email rosters are a component of the sites. Students who do not want their names included in these electronic class rosters must restrict their directory information in the Office of the Registrar, Main Building, Room 1. For information on FERPA-related issues, see <http://registrar.utexas.edu/students/records/ferpa/>. **If you choose anonymity, please email your JDOE number to your instructor so she can post your grades on Blackboard.**

Using Email for Official Correspondence to Students

Email is recognized as an official mode of university correspondence; therefore, you are responsible for reading your email for university and course-related information and announcements. You are responsible for keeping the university informed about changes to your email address. You should check your email regularly and frequently – I recommend daily, especially the evenings before class – to stay current with university-related communications, some of which may be time-critical. You can find UT Austin's policies and instructions for updating your email address at <http://www.utexas.edu/its/policies/emailnotify.php>.

Documented Disability Statement

The University of Texas at Austin provides, upon request, appropriate academic accommodations for qualified students with disabilities. If you require special accommodations, you must obtain a letter that documents your disability from the Services for Students with Disabilities area of the Division of Diversity and Community Engagement (471-6259 or 471-4641 TTY). Present the letter to me at the beginning of the semester so we can discuss the accommodations you need. No later than five business days before an exam, you should remind me of any testing accommodations you will need so that I can make arrangements. For more information, visit <http://www.utexas.edu/diversity/ddce/ssd/>.

Religious Holidays

By UT Austin Policy, you must notify me of your pending absence at least 14 days before the date of observing a religious holy day. If you must miss a class, an examination, a work assignment, or a project to observe a religious holy day, I will give you an opportunity to complete the missed work within a reasonable time after the absence.

Behavior Concerns Advice Line (BCAL)

If you are worried about someone who is acting differently, you may use the Behavior Concerns Advice Line to discuss your concerns about another individual's behavior. This service is provided through a partnership among the Office of the Dean of Students, the Counseling and Mental Health Center (CMHC), the Employee Assistance Program (EAP), and The UT Police Department (UTPD). Call 512-232-5050 or visit <http://www.utexas.edu/safety/bcal>.

Scholastic Dishonesty Policy

I take this issue seriously. *Any dishonesty—such as cheating, false representation, plagiarism, etc.—that comes to my attention will result in an F in the course.* The University defines academic dishonesty as cheating, plagiarism, unauthorized collaboration, falsifying academic records, and any act designed to avoid participating honestly in the learning process. Scholastic dishonesty also includes, but is not limited to, providing false or misleading information to receive a postponement or an extension on an exam or other assignment, and submission of essentially the same written assignment for two different courses without faculty permission.

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the Policy Statement on Scholastic Dishonesty for the McCombs School of Business:

By teaching this course, I have agreed to observe all of the faculty responsibilities described in that document. By enrolling in this class, you have agreed to observe all of the student responsibilities described in that document. If the application of that Policy Statement to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification. Policy on Scholastic Dishonesty: Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Judicial Services website at <http://deanofstudents.utexas.edu/sjs/> or the General Information Catalog to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

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University of Texas Honor Code

The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness and respect toward peers and community.

Spring 2012 MIS 301 Class Schedule – Katie Gray

Please complete the assigned readings BEFORE class on the day they are assigned! There will be unannounced reading quizzes throughout the semester!

Wk	Cl	Date	Class	Readings	Deliverables
1	1	W Jan 18	Introduction to MIS 301 <ul style="list-style-type: none"> What is MIS? Why do I care? How can I be successful in MIS 301? 	Ch. 1 – “Setting the Stage: Technology, the Manager and the Modern Enterprise”	Buy textbook
2	2	M Jan 23	Competitive Advantage, Porter’s Models & Fresh Direct <ul style="list-style-type: none"> What is competitive advantage (CA)? How can companies create sustainable CA? What are the five forces that affect CA? How can a firm organize its value chain to enable strategy? What are the five parts of an information system (IS)? 	Ch. 2 – “Strategy and Technology” <i>The Great Tech War of 2012</i> (BB)	
	3	W Jan 25	Supply Chain: Zara and Haiti <ul style="list-style-type: none"> How does Zara’s approach differ from conventional retail? How has the firm’s strategic use of IT created CA? Why is inventory mgmt so important to retailers? How does (did?) Dell use supply chain mgmt to create CA? <p style="text-align: center;">EXCEL ASSIGNMENT #1 DEMO</p>	Ch. 3 – “Zara: Fast Fashion from Savvy Systems” <i>Dell Supply Chain</i> (Packet) <i>Organizing Armageddon</i> (BB)	
3	4	M Jan 30	Complex Adaptive Systems (CAS) <ul style="list-style-type: none"> What are the characteristics of a CAS? Why study CAS in a class about IT Management? 	<i>Prepare Your Organization to Fight Fires</i> (Packet) <i>Leadership in Crisis</i> (Packet)	
	5	W Feb 1	Robust Adaptive Strategies (RAS) <ul style="list-style-type: none"> What is the difference between a theory and a strategy? What is the difference between a strategy and a tactic? What RAS can firms use to succeed in a CAS? 	<i>Robust Adaptive Strategies</i> (BB)	ADP1 Assignment due in HC at beginning of class
4	6	M Feb 6	Moore’s Law and Hardware <ul style="list-style-type: none"> How does price elasticity associated with faster and cheaper technology change business and society? What are the managerial implications of Moore’s Law? What kinds of problems are best suited for supercomputing and/or grid computing? <p style="text-align: center;">HTML ASSIGNMENT DEMO</p>	Ch. 5 – “Moore’s Law: Fast, Cheap Computing and What It Means for the Manager”	Excel Assignment #1 due on BB by 11:59pm
	7	W Feb 8	Understanding Software <ul style="list-style-type: none"> What are the major classifications of software (operating system, database, user application, etc.)? Be able to understand Konana’s model of the SW ecosystem What is the importance of inherent processes? When does it make sense to match the software to the process? When does it make sense to match the process to the software? How does total cost of ownership influence buy v. build? 	Ch. 9 – “Understanding Software – A Primer for Managers” Ch. 10 – “Software in Flux: Partly Cloudy and Sometimes Free”	HTML Assignment due in HC at beginning of class

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Wk	Cl	Date	Class	Readings	Deliverables
5	8	M Feb 13	Microsoft (MS) and the Future of Software <ul style="list-style-type: none"> What can other companies (SW and beyond) learn from Microsoft's successes and challenges? What kinds of products and services are subject to network effects? How can potential new entrants compete where network effects are present? What is the business model for OSS/SaaS? What are the risks and benefits of OSS and SaaS? 	<i>Thoughts on Case Analysis</i> (BB) <i>Microsoft in 2005</i> (Packet) Ch. 6 – "Understanding Network Effects"	Microsoft Case Quiz – beginning of class
	9	W Feb 15	Exam 1		
6	10	M Feb 20	Data and Databases <ul style="list-style-type: none"> What 3 components make up a database (DB)? What are the tactical and strategic reasons for using a DB? What's the difference between a DB/DBMS/DB app? How do DB apps allow companies to integrate the value chain? <p style="text-align: center;">EXCEL ASSIGNMENT #2 DEMO</p>	Ch. 11 – "The Data Asset: Databases, Business Intelligence and Competitive Advantage"	
	11	W Feb 22	Hands-on Database Practice	CLASS MEETS IN MOD LAB CBA 5.304 Next to Atrium, but on 5th Floor	Excel Assignment #2 due on BB by 11:59pm
7	12	M Feb 27	Career Panel Guest Speakers TBA		Access Assignment #1 due on BB by 11:59pm
	13	W Feb 29	Data Mining and Business Intelligence <ul style="list-style-type: none"> What is the relationship between transactional/operational data and Business Intelligence? What are some problems with operational data? How has data mining changed business and society? 	<i>Data Deluge</i> (BB)	Access Assignment #2 due on BB by 11:59pm
8	14	M Mar 5	History of the Internet, Part I <ul style="list-style-type: none"> Why study the history of the Internet? What factors led to the creation of the Internet? How are analog signals different from digital signals? What are the business implications of switching from analog to digital? 	Nerds 2.0.1 (BB)	Class Participation Quiz #1 due on BB before class
	15	W Mar 7	History of the Internet, Part II <ul style="list-style-type: none"> How did Xerox's mental models help launch Apple? What trends converged to bring Internet to every home? What is a VPN? Firewall? IP Address? Why do I care? 	Ch. 12 – "A Manager's Guide to the Internet and Telecom"	ADP2 Assignment due in HC at beginning of class
NC		M Mar 12	No Class – Spring Break		Be Safe!
		W Mar 14	No Class – Spring Break		Have fun!
9	16	M Mar 19	Facebook & Exam 2 Review <ul style="list-style-type: none"> What is Facebook's business model? How is FB's technical architecture different from a traditional website? How has Facebook used APIs to create a platform for other websites? 	Section 8.5 - "Facebook as a Platform" Section 8.6 – "Advertising and Social Networks" Review <i>The Great Tech War of 2012</i> (BB)	

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Wk	Cl	Date	Class	Readings	Deliverables
	17	W Mar 21	Exam 2		
10	18	M Mar 26	Business Process Management (BPM) <ul style="list-style-type: none"> • What are the five steps of BPM? • When does it make sense to match the software to the process? When does it make sense to match the process to the software? • What kinds of processes are good candidates for automation? What processes should be manual? <p style="text-align: center;">ADP3 SPREADSHEET DEMO</p>		
	19	W Mar 28	Google <ul style="list-style-type: none"> • What is Google’s business model? • How has the combination of search and advertising given Google significant competitive advantage? • What is Google’s strategy for competing with Facebook? 	Ch. 14 – “Google: Search, Online Advertising, and Beyond”	
11	20	M Apr 2	Netflix <ul style="list-style-type: none"> • What factors made Netflix so profitable? • How does the long tail create competitive advantage for Netflix (and other digital companies)? • What in the world is Netflix doing now? Why all the flubs? • What is net neutrality? Who is for it? Against it? 	READ UPDATED VERSION ONLINE: Ch.4 – “Netflix in Two Acts: The Making of an E-commerce Giant and the Uncertain Future of Atoms to Bits”	ADP3 Assignment due in HC at beginning of class
	21	W Apr 4	Intro to RFID and RFID Case Prep <ul style="list-style-type: none"> • What is RFID? How does it work? • Who is Metro? What is their business model? • What challenges is Metro facing? How can RFID help? 	<i>RFID at Metro Group</i> (Packet) <i>Thoughts on Case Analysis</i> (BB)	RFID case quiz due on BB before class
12	22	M Apr 9	Presenting Technology Proposals to a Board of Directors Guest Speaker TBA		
	23	W Apr 11	Software Project Management <ul style="list-style-type: none"> • What are the phases of project management (PM)? What tasks are associated with each phase? • What is the project management triple constraint? • What is the role of users in the PM process? • What is scope creep? What are some strategies to prevent scope creep? 		
13	24	M Apr 16	Outsourcing <ul style="list-style-type: none"> • What is the difference between outsourcing and offshoring? • Why do organizations outsource IT services? • What are the risks of outsourcing? 	<i>The Tough Game You Have to Play</i> (BB)	
	25	W Apr 18	RFID Work Day	CLASS MEETS IN MOD LAB CBA 5.304 Next to Atrium, but on 5th Floor	

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Wk	Cl	Date	Class	Readings	Deliverables
14	26	M Apr 23	RFID Case Discussion <ul style="list-style-type: none"> • How will RFID change the business process for Metro? For Metro’s Suppliers? • What financial costs and benefits are associated with Metro adopting RFID? • What STRATEGIC costs and benefits are associated with Metro adopting RFID? • What are the impacts to Metro’s supply chain? • Which of the alternatives presented in the case is best for Metro? 		RFID case write-up due in HC at beginning of class
	27	W Apr 25	Information Security <ul style="list-style-type: none"> • What is the CIA Triangle? What are we trying to protect? • What are the sources of information security threats? • What is the basic formula for determining risk? • What are the ways that companies can manage risk? (Avoid, Control, Accept, Transfer) • If information security increases costs without increasing revenue, what is the business proposition of information security? 	Ch. 13 "Information Security: Barbarians at the Gateway"	
15	28	M Apr 30	iPremier Case <ul style="list-style-type: none"> • What could iPremier have done differently to recover more quickly from the denial of service attack? • How did iPremier’s outsourcing relationship with qData make it more difficult for iPremier to resolve the attack? • What should iPremier do next? What is the future of the company? 	<i>iPremier: Denial of Service Attack</i> (Packet)	iPremier case quiz due on BB before class Class Participation Quiz #2 due on BB before class
	29	W May 2	Learning Takeaways and Course Evaluations		IT Interview due Fri. May 2, beginning of class
FINAL		F May 11	Final Exam 7:00-10:00pm Location TBA		