GLOBAL SYSTEMS SOURCING
CIS 8210

Course Syllabus:
This initial syllabus explains the course assignments and the schedule of readings.

Evaluation:
- Attendance 14%
- Class participation 15%
- Subcontracting task (group) 10% (short group presentations in class)
- Country presentation (dyad) 10%
- Short online quizzes 15% (short 15 minute quizzes, every other week)
- Midterm Exam 15% (complete both parts of exam by TBD)
- Reflection assignment 6% (submit as Word attachment by TBD)
- Group Project & Presentation 15% (present during final class)

Attendance and Participation. The course is largely designed around case discussions, which require extensive preparation and participation by each student. It is important to attend all sessions, and to actively participate in class discussions. If you have a personal emergency or work travel that prevents you from attending class, please notify me in advance or as soon as possible.

Country Presentation. Pairs of students will present an analysis of a country’s IT industry context and potential for IT offshoring and BPO in a 20-minute talk. No written deliverable.

Exams. The midterm will include a mix of case analysis and objective questions, based on class readings, in-class videos, case discussions. We will use the ULearn quiz module for bi-weekly quizzes.

Final Project. The final project will require students to work in small teams to analyze a case study.

Course Materials

Class 1. Overview of Course and Introduction to Course Resources
- OKW text – Ch. 1: “Overview of the Global Sourcing Marketplace” (pp. 7-24).
- Kaiser & Hawk, “Evolution of Offshore Software Development,” MISQ Executive

Class 2. Understanding Sourcing Options and Advantages
- OKW text – Ch. 2: “Sourcing Models and Sourcing Decisions” (pp. 25-60).
- Mehta, “Reducing Client Risks from IT Vendors’ HR Practices,” MISQ Executive
- Stack & Downing, “Another Look at Offshoring: Which Jobs are at Risk and Why?”

Class 3. **Understanding the Client’s Perspective**
- OKW text – Ch. 6: “Client Perspective: Vendor Selection, Strategy …” (pp. 128-151).
- Willcocks, “The Crucial Role of Middle Management in Outsourcing,” *MISQ Executive*

Class 4. **The Vendor Perspective – How Does it Differ from the Client Perspective?**
- OKW text – Ch. 4: “Supplier Core Capabilities and Strategies” (pp. 93-109).
- Begin group presentations for outsourcing task assignment (1 or 2 groups)

Class 5. **Knowledge-transfer and Coordination in Sourcing Relationships**
- More group presentations for outsourcing task assignment (2 groups)
- OKW text – Ch. 5: “Leveraging Knowledge and Expertise” (pp. 110-127)
- O&K, “Managing Dispersed Expertise in IT Outsourcing: TCS,” *MISQ Executive*

Class 6. **The Importance of Relational Quality and Effect on Offshoring Success**
- Finish group presentations for outsourcing task assignment (2 groups)
- OKW text – Ch. 7: “IT Outsourcing Life Cycle and the Transition Phase” (pp. 155-177)

Class 7. **Issues in Choosing Country Location**
- OKW text – Ch. 3: “Country Attractiveness for Sourcing” (pp. 62-90)
- Heeks & Nicholson “Software Export Success and Strategies,” *Competition & Change*

Class 8. **India’s Leading IT Vendors – Why Have They Been So Successful?**

Class 9. **Dealing with Problems of Culture, including Cross-cultural Barriers**
- Submit both parts of Midterm Exam by TBD
- OKW text – Ch. 9: “Managing Globally Distributed Teams” (pp. 190-206)

Class 10. **More Discussion of Cross-Cultural Coordination**
- Michael Barrett’s case study about conflict in a project team composed of Jamaican IT employees and Indian vendor staff (Case details are from, “Managing IT for Business Innovation: Culture, Learning, Leadership in a Jamaican Insurance Company,” *J. of*


More Topics: Team Coordination Over Distance and Time Zones; Comparing Contract Options; Hidden Costs of Outsourcing; Captive Centers; What If You Need to “Backsource”?  

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