DRAFT Syllabus and Schedule: IST 400/600: Enterprise IT Consultation

Fall 2015 (Kaarst-Brown) @ April 6, 2015

This is a fun and engaging course designed to achieve the learning objectives through analysis and hands-on opportunities for skill building, including a consultation field project. Engage with guest Consultants in face-to-face meetings in-class, social events, via team coaching opportunities, and questions and answer sessions about the consultation career.

Please also note that students will be restricted from registering for this course after the first week of classes unless personally interviewed by the instructor.

Instructor: Dr. Michelle Kaarst-Brown (Brief BIO attached.)
Class Time: Thursday’s 2:00-4:45 pm (Sept. 3 to Dec. 10, 2015) First and Last classes Mandatory!
Class Location: * Hinds Hall 018 (by iQuilt on ground floor)
Class Schedule and Topics: Please refer to Blackboard
Instructor’s Email: Blackboard email preferred; mlbrow03@syr.edu
Instructor’s Office: 218 Hinds Hall (Quad side of building)
Instructor’s Telephone #: 315-443-1892
Office Hours: Wednesday’s 2:30-3:30 pm or By Appointment.

PREREQUISITES:

In Spring 2015, we had a wonderful opportunity to offer a blended graduate/undergraduate section of Enterprise IT Consultation. Graduate students are exposed to a wider variety of backgrounds and experiences found among undergraduate students. Undergraduate students are similarly exposed to different cultures, technical expertise, and work experiences. We are continuing this model due to its overwhelming success as reported by students in the spring 2015 section.

Graduate in their early or later semesters will find this course valuable as it builds on other course content and provides skills and knowledge widely valuable for diverse consulting roles in the information professions. Undergraduate students in mid-to later semesters will similarly find this course valuable in helping them position themselves for a consulting role. Students have reported that even a few weeks of this course has improved their ability to respond to questions during information sessions and interviews.

Instructor permission is required for the course due to the limited enrollment size – 15 graduate and 15 undergraduate students.

STUDENT PREREQUISITES:

Students who lack the required coursework may find themselves at a disadvantage and so will not be considered unless they have prior relevant work experience. Students must register prior to the first class or may be restricted from registering. If you are registered but not present at the first class, you run the risk of being administratively deregistered from this course so that your seat can be given to a student able to attend all team meetings. The following are prerequisites:

- Graduate Students:
  - If you are an executive IM, TNM, or MLIS student with at least six years of work experience, there are no other prerequisites.
If you have at least one full year of full time work experience or combined internships, and have completed IST 614, you qualify.

If you have no prior work experience, you must have completed IST 614 AND IST 621 or 645/445.

- **Undergraduate students**
  - Dual Business/IM&T or SIS, or dual IM&T/Communications with 3.0 GPA or higher
  - Undergraduate Fast Track students with GPA of 3.0 or higher
  - Undergraduate GET Concentration students with GPA of 3.0 or higher
  - Undergraduate students who participated in Deloitte or EY Weekend Workshops
  - If you have six or more years of work experience and are at least a sophomore

Other Courses Strongly Encouraged:

<table>
<thead>
<tr>
<th>Course</th>
<th>Course</th>
</tr>
</thead>
<tbody>
<tr>
<td>IST 618 Information Policy (Foundation course)</td>
<td>IST 346 Information Technology Management</td>
</tr>
<tr>
<td>IST 645 Project Management, strongly</td>
<td>IST 352 Information Analysis of Organizational Systems</td>
</tr>
<tr>
<td>recommended</td>
<td>IST 444 Info Reporting &amp; Presentation</td>
</tr>
<tr>
<td>IST 625 Enterprise Risk Management</td>
<td>IST 445 Project Management, strongly recommended</td>
</tr>
<tr>
<td>IST 654 Information Systems Business Analysis</td>
<td>IST 425 Enterprise Risk Management</td>
</tr>
<tr>
<td>IST 726 Enterprise Architecture</td>
<td>IST 446 Professional Issues/Info Mgmt. &amp; Tech</td>
</tr>
</tbody>
</table>

**COURSE DESCRIPTION:**

This course focuses on consultation knowledge and skills of the information professional and is suitable for students in any of our master’s programs (MLIS, IM, TNM, and DS) or Dual undergraduate programs. The primary goal is to continue your preparations to work for some of the larger “Enterprise Consulting” practices that add value in the information industry by serving as a bridge between pure technology consulting and traditional “management” consulting.

- Students interested in moving beyond technical skills to understand the consulting environment and the complexity of dealing with clients (internal or external) and internal team management will benefit from this course, regardless of their previous work experience.
- For those students without work experience, this course will provide a resume building opportunity and practical learning opportunities related to building a career in consulting.
- If you are unsure if consulting is the career for you, this course will provide opportunities to learn, experience, and discuss the consulting career while being exposed to real consultants.

*Using multiple case studies, experiential exercises, and a field study,* this course will provide you with knowledge, frameworks, skills, and practice; however, no course can fully prepare you for the rich and often challenging career of the modern IT consultant.
"A consultant is a person in a position to have some influence over an individual, group, or organization but has no direct power to make changes or implement programs. A manager is someone who has direct responsibility over the action." (Block, 2011:2)

"A contractor fulfills a contract by bringing his or her technical competence to work every day, to be directed and managed by the client. A consultant counsels and advises. Technical competencies are essential for professional IT consultants, but it is not sufficient. Technicians, to be consultants, must master communication, collaboration, and human relationship skills; in short, they must become skilled and trusted advisors." (Freedman, 2000; 1-2)

Consulting is not easy, nor is it intuitive. Information Technology (IT) Consultation is even more challenging because it bridges a specialized area of expertise (Information Technology) while requiring business knowledge and skills in marketing, sales, negotiation, communications, collaboration, conflict resolution, and strategy. If you have not worked at the various levels in the consulting hierarchy or at each of the various stages, you may think that selling your technical expertise is all there is to it.

Consulting is also much more than managing projects or developing and implementing systems. A good consultant understands and manages the different needs of the client group/organization at different stages of the consulting relationship. It does not matter whether you are starting out as a sole proprietor, owner of a small boutique firm with a handful of employees, an “internal IT consultant” or “business analyst” working within the IT function of non-consulting company, or a member of a global consulting organization. The importance of these skills does not diminish as you progress. It also makes no difference if your firm is the only vendor responding to a Request for Proposal (RFP) or if you are competing for the business.

**LEARNING OBJECTIVES:**

Using analysis of multiple case studies, experiential exercises, and a field experience, there are five main consultation areas that this course focuses on:

1. The consultation process: including the full cycle of consulting from sales to closing out the engagement. (See Appendix C attached.)
2. Logical thinking: including analysis of client information, dealing with imperfect information, ambiguity, and curve balls.
3. Communications: verbal, non-verbal, feedback, negotiations, and conflict resolution.
4. Research skills: e.g. facilitating interviews and data collection at the executive, director, and managerial levels.
5. Presenting to broad audiences: Business, Technical, Executive, and work-group levels.

**TEXTBOOKS and READINGS:**

- Articles or case materials assigned by instructor (Articles are posted in Blackboard modules or available through the online SYR library databases).
- Lectures and PowerPoint posted to Blackboard, including Guest Speaker materials.

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Self-selected articles relevant to Enterprise IT Consultation practices.

_It is expected that you will have completed all readings PRIOR to the class meeting for that week. I encourage you to bring your questions and ideas for discussion._

**OTHER RECOMMENDED TEXTS:** 3,4


**STRUCTURE OF THE COURSE**

The course follows a weekly structure. The course week begins each Wednesday with our scheduled class meeting (see schedule in Blackboard for dates). New material will be provided at least one week prior to a class meeting. Generally, _all assignments are due on Mondays by 11:59PM EST._ Please be sure to have your assignments, discussion postings, or class materials completed before this date.

This is likely different than you are used to. In practice, however, it is often necessary to have your assignments completed in time for others to review them prior to presenting to a client or senior partners. As such, we have a “review” day on Tuesday prior to our Wednesday meeting. Since many of the discussions involve interaction between group members, it is best to begin posting as soon as possible and well before the end of the class week. Taking a more _agile_ approach, expect to engage with your team members several times a week, using a variety of online communication tools. _DO NOT LEAVE GROUP TEAM MEETINGS UNTIL SUNDAY EVENINGS! PLAN TO MEET WEDNESDAY, THURSDAY, or FRIDAY and AGAIN on SATURDAY or SUNDAY._ You will need to utilize the full range of communications tools available to you.

In some cases, you may turn in assignments earlier than the specified due date. _Blackboard is an important part of this course and you are expected to interact in the course system for readings, team coordination/sharing, and assignments._ Please read the syllabus carefully.

**ASSIGNMENTS AND GRADING**

Final grades will be determined on approximately the following weighting, with any adjustments in the student’s favor.

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3 These books are used to support the goals of the course. Selections may be provided as PDF readings available in Blackboard.
4 Senior consultants recommended several of the books in this category. If you seriously consider a career in consulting, you may wish to ask recruiters from various consulting companies about their favorite consulting books and begin compiling your personal reference library.
Overview IST 600 Enterprise IT Consultation (Kaarst-Brown) Fall 2015

For topics and types of assignments by date, see Appendix B attached.

Additional details and due dates will be provided in Blackboard.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Multiple <em>Group</em> Case Projects and Simulations</td>
<td>225</td>
<td>45 %</td>
</tr>
<tr>
<td>2. Individual Skill Building/Tool/Analysis Assignments</td>
<td>100</td>
<td>25 %</td>
</tr>
<tr>
<td>3. Individual Journal Reflections (at least 5)</td>
<td>75</td>
<td>15 %</td>
</tr>
<tr>
<td>4. Class Participation <em>(Engagement, Attendance, Sessions with Instructor as Project Lead, Contributions to Large and Small Group discussions and team work)</em></td>
<td>75</td>
<td>15 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>500</td>
<td>100 %</td>
</tr>
</tbody>
</table>

**GRADES**

All grades are based on points and are cumulative. If you received 60 out of 75 points, then the 60 points counts toward your total grade out of 500 points.

The graduate school has a standard grading distribution: The standard 10-point, A-C +F graduate grading scale is used (see table below). A consistent scale is used in calculating final alpha grades, as noted below. If any adjustments are needed on a class-wide basis, I always adjust in the students’ favor. Students who receive an “A” grade have completed consistently outstanding work.

<table>
<thead>
<tr>
<th>Alpha Grade</th>
<th>Grade Range (Rounded to the nearest decimal point)</th>
<th>Approximate Point Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93.0 – 100</td>
<td>465 - 500</td>
</tr>
<tr>
<td>A-</td>
<td>90.0 – 92.9</td>
<td>450 - 464</td>
</tr>
<tr>
<td>B+</td>
<td>87.0 – 89.9</td>
<td>435 - 450</td>
</tr>
<tr>
<td>B</td>
<td>83.0 – 86.9</td>
<td>415 - 434</td>
</tr>
<tr>
<td>B-</td>
<td>80.0 – 82.9</td>
<td>400 - 414</td>
</tr>
<tr>
<td>C+</td>
<td>77.0 – 79.9</td>
<td>385 - 399</td>
</tr>
<tr>
<td>C</td>
<td>73.0 – 76.9</td>
<td>365 - 384</td>
</tr>
<tr>
<td>C-</td>
<td>70.0 – 72.9</td>
<td>350 - 364</td>
</tr>
<tr>
<td>F</td>
<td>69.9 and lower</td>
<td>349.5 and lower</td>
</tr>
</tbody>
</table>

Expectations for the course include *quality of thinking, quality of communication in general and writing in particular, timeliness and consistency of effort, contribution to the understanding of others, teamwork, and overall professionalism.*

My expectations for students are high. Although I follow a standard grading distribution encouraged by the iSchool and Graduate school, the following are my standards for participation/contribution grades:
Grading Scale for Participation and Contributions * Subject to Participation Policy Appendix A)

<table>
<thead>
<tr>
<th>Grade</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Outstanding work, far exceeds expectations</td>
</tr>
<tr>
<td>A-</td>
<td>Excellent work, exceeds expectations in many areas</td>
</tr>
<tr>
<td>B+</td>
<td>Above average work, meets all expectations, exceeds some</td>
</tr>
<tr>
<td>B</td>
<td>Average work, meets expectations</td>
</tr>
<tr>
<td>B-</td>
<td>Below average work, meets most expectations but not all</td>
</tr>
<tr>
<td>C+</td>
<td>Below average on most dimensions</td>
</tr>
<tr>
<td>C</td>
<td>Well below average on all dimensions</td>
</tr>
<tr>
<td>C-</td>
<td>Meets the bare minimum for passing</td>
</tr>
<tr>
<td>F</td>
<td>Failing, does not meet minimum standards</td>
</tr>
</tbody>
</table>

ACADEMIC INTEGRITY

Please note that if your name is on an assignment, you will be held accountable for the contents.

The academic community of Syracuse University and of the School of Information Studies requires the highest standards of professional ethics and personal integrity from all members of the community. Violations of these standards are violations of a mutual obligation characterized by trust, honesty, and personal honor. As a community, we commit ourselves to standards of academic conduct, impose sanctions against those who violate these standards, and keep appropriate records of violations. The academic integrity statement can be found at [http://supolicies.syr.edu/ethics/acad_integrity.htm](http://supolicies.syr.edu/ethics/acad_integrity.htm)

Citation Styles

Information on correct citation and referencing of sources can be found at [http://library.syr.edu/research/citing/index.php](http://library.syr.edu/research/citing/index.php)

Turnitin.com

I randomly submit your assignments and cases to Turnitin.com. Turnitin.com gives a color-coded report identifying text that is copied from other sources. Any text, tables, or figures that are not properly cited will negatively influence your grade in this class. Plagiarism will result in a failing grade on assignments or the course.

STUDENTS WITH DISABILITIES

If you believe that you need accommodations for a disability, please contact the Office of Disability Services (ODS), [http://disabilityservices.syr.edu](http://disabilityservices.syr.edu), located in Room 309 of 804 University Avenue, or call (315) 443-4498 for an appointment to discuss your needs and the process for requesting accommodations. ODS is responsible for coordinating disability-related accommodations and will issue students with documented disabilities Accommodation Authorization Letters, as appropriate. Since accommodations may require early planning and generally are not provided retroactively, please contact ODS as soon as possible.

You are also welcome to contact me privately to discuss your academic needs although I cannot arrange for disability-related accommodations.
RELIGIOUS HOLIDAYS

Syracuse University does not have non-instructional days for any religious holiday and students must notify instructors by the end of the second week of classes (Fall and Fall semesters) when they will be observing their religious holiday(s). Students have access to an online notification form through MySlice for two weeks beginning from the first day of class that they can use to notify their instructors. MySlice: https://myslice.syr.edu

OWNERSHIP OF STUDENT WORK

The instructor reserves the right to use any materials produced by students in IST 600/400 for academic purposes.

In compliance with the Federal Family Educational Rights and Privacy Act, works in all media produced by students as part of their course participation at Syracuse University may be used for educational purposes, provided that the course syllabus makes clear that such use may occur. It is understood that registration for and continued enrollment in a course where such use of student works is announced constitutes permission by the student. After such a course has been completed, any further use of student works will meet one of the following conditions: (1) the work will be rendered anonymous through the removal of all personal identification of the work’s creator/originator(s); or (2) the creator/originator(s)’ written permission will be secured. As generally accepted practice, honors theses, graduate theses, graduate research projects, dissertations, or other exit projects submitted in partial fulfillment of degree requirements are placed in the library, University Archives, or academic departments for public reference.

I hope you will find this course a valuable addition to your knowledge and experience. I am looking forward to the sharing of your ideas, experiences, and questions throughout the semester.

~ Dr. Michelle Kaarst-Brown
INSTRUCTOR BIO – Michelle L. Kaarst-Brown, FLMI, MBA, PhD

Coming into academia with almost twenty-years in management and consulting in the financial services industry, Michelle Kaarst-Brown brings a pragmatic, problem solving orientation to her research and teaching. Her prior work experience in organizational development, human resource management, marketing, IT project management, quality business, research, and strategic management provide her with a holistic view of organizations and their strategic problems.

Dr. Kaarst-Brown has worked as an internal consultant at a large multi-national firm, with responsibility for between 15 and 62 branch offices across Canada, almost 300 staff, and several million dollars in staff budgets. She also worked as an independent consultant from 1986 until 1994. She worked with both small owner-operated firms and large international corporations. After entering academia full time in 1994, her research has similarly included both large and small enterprises where consultation skills were practiced. Her research interests include IT Governance, cultural and knowledge factors that influence IT adoption and use, perceptions of risk and opportunity, and broader social impacts of information and communication technologies.

Dr. Kaarst-Brown has worked and conducted research in Canada, the US, the Caribbean, and Europe. She has published in many of the top journals and presented her work internationally. She recently concluded a three-year assignment as Program Director for the Doctorate of Professional Studies, engaging with executives and consultants working in multiple sectors located in North America and the Caribbean.

Sample Publications:*5


- * + Kaarst-Brown, M.L. & Kelly, S. (2005) “IT Governance and Sarbanes-Oxley: The latest sales pitch or real challenges for the IT Function?” Reprinted 2011 in “So You Want to Be a CIO?” (Model was also adopted for use by IBM’s West Coast Compliance Division)


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5 An asterisk (*) means these articles have been reprinted in Management or MIS Strategy texts multiple times since the original publication. A plus sign (+) means the frameworks have been or are currently in use by outside consulting firms.
Appendix A: Attendance Policy for Campus Sections of IST 600: Enterprise IT Consultation

This is to help clarify additional details on my attendance policy. You are expected to attend every class. The design of this course involves significant interaction with your peers and experiential exercises. If you are not in class, you cannot experience them. In unusual circumstances, there may be opportunities to SKYPE in (e.g. infectious illness).

Campus courses are face-to-face courses. Therefore, class attendance is required at all classes for the entire time. Real-world employees, managers, and consultants are expected to attend and participate in all meetings that are relevant to their responsibilities and to conduct themselves professionally at those meetings. Students in this course are considered to be professionals who are learning the art and science of Enterprise IT Consultation. Absence from scheduled classes, or behavior in class that either violates a course or university policy, or that negatively affects the ability of other students to concentrate or participate, will involve deductions in points that are appropriate – see absence penalty section below. Attendance, participation and contributions will be a factor in whether or not students who are on a final grade range boundary are considered for upgrade to the next higher final letter grade.

Faith-based Observances: Students who plan not to attend class due to a faith-based observance are asked to make prior arrangements through the University faith-based observance notification process during the first two weeks of the semester. If done so according to this policy, there will be no penalty for absence during these events. Students are still expected to fulfil their responsibilities for work due and should plan accordingly. Please see details on this policy under UNIVERSITY ACADEMIC POLICIES in this syllabus.

Absence Penalty: The following do not qualify as valid reasons for missing class:

- Study and preparation for scheduled job interviews
- Employer information meetings held on campus for students during class time
- Student group meetings for organizations or other classes
- Special events on or off campus unless I have been notified by the sponsoring faculty member that you are required to attend the function.
- Personal travel of any kind that involves missing class, including to or from holidays or semester breaks.
- Preparation for assignments due in other courses.
- Forgetting to attend (Yes, this has really happened!)

The following are the point deductions that will result from these absences:

- Missing the first or final class: 15 points each class
- First absence other than the above: 5 point
- Second absence other than the above: 10 points
- Third and additional absences other than the above: 15 points each absence
- I allow 2 late arrivals to the class. After this, each late arrival will result in a 5 point reduction in your participation grade. (Allow sufficient time to arrive early to the class.)
If more than 25 points are deducted due to late arrivals or absences: Your final grade will be automatically lowered one additional full letter grade from the grade you earn in the course. Please note that the Graduate School rules state that missing more than 25% (4 classes) of a graduate course that emphasizes physical attendance may automatically result in an “F” or failing grade.

**Excused Absences:** Point deductions *will not be made* for the following situations:

- Religious observances arranged according to official SU procedures as noted above.
- Serious illness reported to me by the Health Center or iSchool Advising
- Death in the family (with appropriate notice to iSchool Advising and me)
- Out-of-town travel for a professional interview appointment (with advance notice before class when you know you are required to travel)
- Travel required for business (with advance notice before class)
- Travel or conflicting schedule for an approved iSchool project – in this case the instructor sponsoring the event must email me that you cannot attend class
- Cancelled classes where the instructor has clearly indicated this
- Late arrival may be excused during extreme weather conditions that also affect the instructor and bus schedules (remember: check the weather and allow extra time for an early arrival to class).

Attendance sign-in sheets will be used often, but are not the only means of taking attendance for a given class. It is each student’s responsibility to ensure that they sign their own name when the sheet is passed around. Students who are absent and have others sign the sheet for them will be considered to have violated University academic integrity rules, and this will include the student who falsely signs for someone else. Significant consequences may result from this practice.

Your contributions during our face-to-face classroom sessions are truly valued and important to your learning. Your tuition makes missing these learning opportunities an expensive waste of your investment.
Appendix B: Schedule for IST 600/400 Enterprise IT Consultation – Summary of Topics and Deliverables by Type and Date

X indicates that some type of explicit item is created. C indicates individual contributions to Team Deliverables.

Additional details will be provided in BB and a more detailed schedule.

<table>
<thead>
<tr>
<th>Week# Beginning</th>
<th>Topic</th>
<th>Individual Deliverables</th>
<th>Team Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Tool Practice</td>
<td>Analysis &amp;</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Writing</td>
<td>Reflections</td>
</tr>
<tr>
<td>1. Sept 3 - MANDATORY</td>
<td>Introductions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Sept 10</td>
<td>The Client World</td>
<td>APA</td>
<td>BIO Discussions</td>
</tr>
<tr>
<td>3. Sept 17</td>
<td>Inception</td>
<td>RAID Log</td>
<td></td>
</tr>
<tr>
<td>4. Sept 24</td>
<td>Logical Thinking</td>
<td>SCQ</td>
<td></td>
</tr>
<tr>
<td>5. Oct 1</td>
<td>The Client Situation</td>
<td>Interview guide</td>
<td></td>
</tr>
<tr>
<td>6. Oct 8</td>
<td>Designing Solutions</td>
<td>Tech Trends</td>
<td></td>
</tr>
<tr>
<td>7. Oct 15</td>
<td>Collaboration</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>8. Oct 22</td>
<td>Presenting Solutions</td>
<td></td>
<td>Close</td>
</tr>
<tr>
<td>9. Oct 29</td>
<td>Intro to Field Projects</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>10. Nov 5</td>
<td>Field Study Continued</td>
<td>C</td>
<td>X</td>
</tr>
<tr>
<td>11. Nov 12</td>
<td>Delivering Results</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>12. Nov 19</td>
<td>Trouble Shooting the Client Relationship</td>
<td>C</td>
<td></td>
</tr>
</tbody>
</table>

Thanksgiving Break – Nov 24-27

| 13. Dec 3 | Client Presentations                            | C             |              |        |            | ongoing       |
| 14. Dec 10 | Debriefing & What Next?                        | Final Reflection; 360 Assessment |        |        |            | close         |
Appendix C: An IT Consultation Framework (Adapted from Freedman, 2000:27)