**Credit Hours**: 3

**Contact Hours:** This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

**Faculty Information:** Faculty contact information and office hours can be found on the faculty profile page.

## COURSE DESCRIPTION AND OUTCOMES

### COURSE DESCRIPTION:

This course prepares students to analyze organizational issues in information technology (IT) and propose the necessary solutions to address business needs. Students gain a detailed understanding of how to manage, oversee, plan and maintain IT systems and resources. Students also learn how to effectively manage IT professionals as either employees or outside consultants. Topics include: IT management principles, IT risk management, project management, systems maintenance and leadership.

### COURSE OVERVIEW:

This course prepares students to analyze organizational issues in information technology (IT) and proposes the necessary solutions to address business needs. Students gain a detailed understanding of how to manage, oversee, plan, and maintain IT systems and resources. Students also learn how to effectively manage IT professionals as either employees or outside consultants. Topics include; IT management principles, IT risk management, project management, systems maintenance, and leadership.

### COURSE LEARNING OUTCOMES:

1. Evaluate organizational technology needs and requirements.
2. Analyze existing IT systems for improvement and enhancement.
3. Develop an organizational IT strategy.
4. Apply management principles in supervision and oversight of IT professionals.
5. Describe the value of technology in improving organizational efficiency and workflow.

## PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor.  If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

## COURSE MATERIALS

**Required:**

Laudon, K. C., & Laudon, J. P. (2017). *Management information systems: Managing the digital firm* (15th ed.). Boston, Munich: Pearson.

*NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.*

## COURSE SCHEDULE

### Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:**  The original post must be completed by Thursday at 11:59 p.m. MT and peer responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:**  Assignments are due Sunday at 11:59 p.m. MT.

## WEEKLY READING AND ASSIGNMENT DETAILS

### MODULE 1

#### Readings

- Chapters 1 and 2 in *Management Information Systems: Managing the Digital Firm*
- Gast, A., & Lansink, R. (2015). Digital hives: Creating a surge around change. *Mckinsey Quarterly*, (2), 1-9.
- Lee, K. & Joshi, K. (2016). Importance of globalization in the Information technology convergence era. *Journal of Global Information Technology Management*, *19*(1), 1-5.

#### Discussion (25 points)

#### Critical Thinking (150 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Practitioner – Internships and Certifications**

For this assignment, you will research internships and certifications in your chosen degree field. Develop a well-written paper that includes the following:

- Two internship positions in your chosen degree field: Include a link to the descriptions for each internship and provide a summary of how these positions relate to your degree field.
- At least one certification within your chosen degree field: Include a link to the description of this certification and summarize the qualifications required to obtain this certification, as well as the value provided by the certification.
- Description of your experience completing a personal and career evaluation through the career center website.

Your paper should be 2-3 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least two scholarly references in addition to the course textbook.  The CSU-Global Library is a good place to find these references.

**Option #2: Practitioner – Volunteer Opportunities and Certifications**

For this assignment, you will research volunteer opportunities and certifications in your chosen degree field. Develop a well-written paper that includes the following:

- Two volunteer opportunities in your chosen degree field: Include a link to the descriptions for each volunteer opportunity and provide a summary of how these opportunities relate to your degree field.
- At least one certification within your chosen degree field: Include a link to the description of this certification and summarize the qualifications required to obtain this certification, as well as the value provided by the certification.
- Description of your experience completing a personal and career evaluation through the career center website.

Your paper should be 2-3 pages in length and conform to CSU-Global Guide to Writing and APA. Include at least two scholarly references in addition to the course textbook.  The CSU-Global Library is a good place to find these references.

**Portfolio Milestone (50 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Case Study Paper**
Your Portfolio Project work is based on a case study found in the Module 8 folder. You will continue to work on this case throughout the course. In a 1-2 page paper, answer the following questions based on the Dirt Bikes Case Study:

- What are the company's goals and culture?
- What kinds of information systems and technologies would be the most important for a company such as Dirt Bikes? Explain the rationale for the choices you made.

Your responses to the questions and statements must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies.  Use the CSU-Global Library to find these outside academic sources.

**Option #2: Case Study Presentation**
Your Portfolio Project work is based on a case study found in the Module 8 folder. You will continue to work on this case throughout the course. In 1-2 PowerPoint slides, answer the following questions based on the Dirt Bikes Case Study:

- What are the company's goals and culture?
- What kinds of information systems and technologies would be the most important for a company such as Dirt Bikes? Explain the rationale for the choices you made.

Your responses to the questions and statements must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies.  Use the CSU-Global Library to find these outside academic sources.

## MODULE 2

### Readings

· Chapters 3 and 11 in:  *Management Information Systems: Managing the Digital Firm*
· Mäntymäki, M. & Riemer, K. (2016). Enterprise social networking: A knowledge management perspective. *International Journal of Information Management*, *36*(6), 1042-1052.
· Park, K. & Koh, J. (2017). Exploring the relationship between perceived pace of technology change and adoption resistance to convergence products. *Computers in Human Behavior, 69*, 142-150.

### Opening Exercise (0 points)

### Discussion (25 points)

### Critical Thinking (150 points)

**Option #1: SAP Innovation Management**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

View this video, Turning Ideas into Results with SAP Innovation Management, which explains the process of SAP Innovation Management, using a Coaching Model and Flexible Evaluation Criteria. Give an example from your personal experience in which the coaching model presented here could be beneficial in overcoming resistance to change.

Your paper should be 1-2 pages in length and conform to CSU-Global Guide to Writing and APA Requirements. Include at least two scholarly references in addition to the course textbook.  The CSU-Global Library is a good place to find these references.

**Option #2: SAP Innovation Management**

View this video, Turning Ideas into Results with SAP Innovation Management, which explains the process of SAP Innovation Management, using a Coaching Model and Flexible Evaluation Criteria. Give an example from your professional experience in which the "fail fast, fail forward" ideology presented here could be beneficial in overcoming resistance to change within an IT organization.

Your paper should be 1-2 pages in length and conform to CSU-Global Guide to Writing and APA Requirements. Include at least two scholarly references in addition to the course textbook.  The CSU-Global Library is a good place to find these references.

### Portfolio Milestone (50 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Case Study Paper**

Dirt Bikes' management has asked you to prepare a management analysis of the company to help it assess the firm's current situation and future plans. Review Dirt Bikes' company history, organization chart, products and services, and sales and marketing in the Introduction to Dirt Bikes.

In a 2-3 page paper, answer the following questions based on the Dirt Bikes Case Study:

- What are the most important knowledge assets vs. data assets at Dirt Bikes?
- How can Dirt Bikes benefit from knowledge management systems?
- What departments would benefit from knowledge vs. data management the most?
- How would the value chain model work for Dirt Bike USA?
- In what ways can a fuzzy logic system be beneficial or harmful to innovation for Dirt Bikes?

Your responses to the questions and statements must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies. Use the CSU-Global Library to find these outside academic sources.

**Option #2: Case Study Presentation**

Dirt Bikes' management has asked you to prepare a management analysis of the company to help it assess the firm's current situation and future plans. Review Dirt Bikes' company history, organization chart, products and services, and sales and marketing in the Introduction to Dirt Bikes.

In 2-3 PowerPoint slides, answer the following questions based on the Dirt Bikes Case Study:

- What are the most important knowledge assets vs. data assets at Dirt Bikes?
- How can Dirt Bikes benefit from knowledge management systems?
- What departments would benefit from knowledge vs. data management the most?
- How would the value chain model work for Dirt Bike USA?
- In what ways can a fuzzy logic system be beneficial or harmful to innovation for Dirt Bikes?

Your responses to the questions and statements must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies. Use the CSU-Global Library to find these outside academic sources.

## MODULE 3

### Readings

- A. El Yamami, S. Ahriz, K. Mansouri, M. Qbadou, & E. H. Illousamen. (2017). Representing it projects risk management best practices as a metamodel. *Engineering, 7*(5), 2062-2067.
- Barafort, B., Mesquida, A. & Mas, A. (2017). Integrating risk management in IT settings from ISO standards and management systems perspectives. *Computer Standards & Interfaces*, *54*, 176-185.
- Pimchangthong, D. & Boonjing, V. (2017). Effects of risk management practices on IT project success. *Management and Production Engineering Review, 8*(1), 30-37.
- Vincent, N., Higgs, J., & Pinsker, R. (2017). IT governance and the maturity of IT risk management practices. *Journal of Information Systems, 31*(1), 59-77.

**Discussion (25 points)**

**Portfolio Milestone (50 points)**
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Case Study Paper**

In a 1-2 page paper, recommend a risk management policy for Dirt Bikes USA based on current standards.

Your work must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies.  Use the CSU-Global Library to find these outside academic sources.

**Option #2: Case Study Presentation**

In 1-2 PowerPoint slides, detail a risk management policy for Dirt Bikes USA based on current standards.

Your work must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies.  Use the CSU-Global Library to find these outside academic sources.

## MODULE 4

### Readings

- Chapter 14 in *Management Information Systems: Managing the Digital Firm*
- Nagendra, A., & Sharan, A. (2017). Risk analysis for project management. *Journal of Applied Management - Jidnyasa, 9*(2), 22-31. Retrieved from https://csuglobal.idm.oclc.org/login?url=https://search-proquest-com.csuglobal.idm.oclc.org/docview/2137583389?accountid=38569
- Mousavizadeh, M., Harden, G., Ryan, S., & Windsor, J., (2015). Knowledge management and the creation of business value. *The Journal of Computer Information Systems*, *55*(4), 35-45.

### Discussion (25 points)

### Portfolio Milestone (50 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Case Study Paper**

Dirt Bikes' management would like to analyze the return on its investment in its employee training and skills tracking system described in Chapter 13. The system runs on the human resources specialists' PCs using PC database software. Because the entire corporate administrative staff recently received new desktop PC systems with database and other productivity software, there are no additional hardware and software purchase costs. The main costs include the initial cost of designing and implementing the database (business staff cost of $5,000; information systems staff cost of $15,000), gathering and adding employee skills and training data to the database ($5,500 initial data conversion cost plus $1,000 annual data entry costs), and ongoing maintenance and support ($3,000 annually). Human resources staff members believe the new application could save each of them two hours of work per week. (Their annual salaries are $37,000 and $42,000 each.) The company would also save about $11,000 annually in

employee recruiting costs because it would be able to fill many vacant positions with existing employees, thereby reducing its costs for recruiting outside the company. The system would not be installed until the end of 2014 and would return benefits from 2015 to 2019.

In a 1-2 page paper, compare and contrast ROI vs. Balanced Scorecard for Dirt Bikes, USA.

Your responses must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies.  Use the CSU-Global Library to find these outside academic sources.

**Option #2: Case Study Presentation**

Dirt Bikes' management would like to analyze the return on its investment in its employee training and skills tracking system described in Chapter 13. The system runs on the human resources specialists' PCs using PC database software. Because the entire corporate administrative staff recently received new desktop PC systems with database and other productivity software, there are no additional hardware and software purchase costs. The main costs include the initial cost of designing and implementing the database (business staff cost of $5,000; information systems staff cost of $15,000), gathering and adding employee skills and training data to the database ($5,500 initial data conversion cost plus $1,000 annual data entry costs), and ongoing maintenance and support ($3,000 annually). Human resources staff members believe the new application could save each of them two hours of work per week. (Their annual salaries are $37,000 and $42,000 each.) The company would also save about $11,000 annually in employee recruiting costs because it would be able to fill many vacant positions with existing employees, thereby reducing its costs for recruiting outside the company. The system would not be installed until the end of 2014 and would return benefits from 2015 to 2019.

In 1-2 PowerPoint slides, compare and contrast ROI vs. Balanced Scorecard for Dirt Bikes, USA.

Your responses must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies.  Use the CSU-Global Library to find these outside academic sources.

## MODULE 5

### Readings

· Chapters 5 and 6 in *Management Information Systems: Managing the Digital Firm*
· Bruzzese, P.J. (2016, April). The rhetoric and reality of IT decision making. InfoWorld.com.
· Kopf, O., & Homocianu, D. (2016). The business intelligence based business process management challenge. *Informatica Economica, 20*(1), 7-19.

### Discussion (25 points)

### Portfolio Milestone (50 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Case Study Paper**

Dirt Bikes would like to implement new production planning, quality control, and scheduling software for use by 25 members of its manufacturing staff.  Management is trying to determine whether to purchase the software from a commercial vendor along with any hardware required to run the software or to use a hosted software solution from a software service provider.  (The hosted software runs on

the service provider's computer.) You have been asked to help management with this rent vs. buy decision by calculating the total cost of each option over a three-year period.

The costs of purchasing the software (actually for purchasing a license from the vendor to use its software package) include the initial purchase price of the software (licensing fee of $100,000 paid in the first year), the cost of implementing and customizing the software in the first year ($20,000), one new server to run the software (a first-year purchase of $4000), one information systems specialist devoting half of his or her time to supporting the software ($55,000 in full-time annual salary and benefits with a 3% annual salary increase each year after the first year), user training in the first year ($10,000), and the cost of annual software upgrades ($5,000).

The costs of renting hosted software are the rental fees ($2500 annually per user), implementation and customization costs ($12,000 in the first year), and training ($10,000 in the first year).

In a 1-2 page paper, address the following based on the Dirt Bikes Case Study:

- Assess whether or not to lease or purchase software and hardware over a period of time.
- Assess the benefits of leasing vs. purchasing hardware and software.

Your responses to the questions and statements must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies. Use the CSU-Global Library to find these outside academic sources.

**Option #2: Case Study Presentation**

Dirt Bikes would like to implement new production planning, quality control, and scheduling software for use by 25 members of its manufacturing staff. Management is trying to determine whether to purchase the software from a commercial vendor along with any hardware required to run the software or to use a hosted software solution from a software service provider. (The hosted software runs on the service provider's computer.) You have been asked to help management with this rent vs. buy decision by calculating the total cost of each option over a three-year period.

The costs of purchasing the software (actually for purchasing a license from the vendor to use its software package) include the initial purchase price of the software (licensing fee of $100,000 paid in the first year), the cost of implementing and customizing the software in the first year ($20,000), one new server to run the software (a first-year purchase of $4000), one information systems specialist devoting half of his or her time to supporting the software ($55,000 in full-time annual salary and benefits with a 3% annual salary increase each year after the first year), user training in the first year ($10,000), and the cost of annual software upgrades ($5,000).

The costs of renting hosted software are the rental fees ($2500 annually per user), implementation and customization costs ($12,000 in the first year), and training ($10,000 in the first year).

In 1-2 PowerPoint slides, address the following based on the Dirt Bikes Case Study:

- Assess whether or not to lease or purchase software and hardware over a period of time.
- Assess the benefits of leasing vs. purchasing hardware and software.

Your responses to the questions and statements must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies. Use the CSU-Global Library to find these outside academic sources.

## MODULE 6

### Readings

- Chapter 8 in *Management Information Systems: Managing the Digital Firm*
- Alhogail, A. (2015). Design and validation of information security culture framework. *Computers in Human Behavior, 49*, 567-575.
- Common IT security best practices remain a challenge for firms worldwide. (2017, October). *Enterprise Innovation*.
- Herther, N. (2016). Cyberwarfare at a global scale. *Information Today, 33*(8), 1-25.

### Discussion (25 points)

### Critical Thinking (150 points)

**Options 1 & 2:**
In a 2-3 page paper, address the following:

- Describe how to use standards in developing a DRP
- Assess how to use ISO/IEC27000, 27001 and 27002 for security and how they can be used to combat cyberterrorism and cyberwarfare

Your paper should conform to CSU-Global Guide to Writing and APA Requirements. Include at least two scholarly references in addition to the course textbook. The CSU-Global Library is a good place to find these references.

### Portfolio Milestone (50 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Case Study Paper**

Management is concerned that Dirt Bikes' computer systems could be vulnerable to power outages, vandalism, computer viruses, natural disasters, or telecommunications disruptions. You have been asked to perform an analysis of system vulnerabilities and disaster recovery planning for the company.
In a 2-3 page paper, address the following:

- Recommend a disaster recovery plan for Dirt Bikes USA
- Assess what are Dirt Bikes' most critical systems

Your responses must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies. Use the CSU-Global Library to find these outside academic sources.

**Option #2: Case Study Presentation**

Management is concerned that Dirt Bikes' computer systems could be vulnerable to power outages, vandalism, computer viruses, natural disasters, or telecommunications disruptions. You have been asked to perform an analysis of system vulnerabilities and disaster recovery planning for the company.

In 3-4 PowerPoint slides, address the following:

- Recommend a disaster recovery plan for Dirt Bikes USA
- Assess what are Dirt Bikes' most critical systems

Your responses must be supported with 2-3 academic sources in addition to the textbook, such as case studies and empirical studies.  Use the CSU-Global Library to find these outside academic sources.

## MODULE 7

### Readings

- Chapter 4 in *Management Information Systems: Managing the Digital Firm*
- Evers-Manly, S. (2015). An ethical culture: Own it, live it, lead it. *National Defense, 99*(739), 9.
- Onyancha, O. B. (2015). An informetrics view of the relationship between internet ethics, computer ethics and cyber ethics. *Library Hi Tech, 33*(3), 387-408.
- Zgrzebnicki, P. (2017). Selected ethical issues in artificial intelligence, autonomous system development and large data set processing. *Studia Humana, 6*(3), 24-33.

### Discussion (25 points)

## MODULE 8

### Readings

- Jacobsen, J. (2015). A new look at the future of quality. *Journal for Quality & Participation*, *38*(2), 4-8.
- Lewis, B. (2017, June). 12 'best practices' IT should avoid at all costs. *CIO*.
- Titus, P. (2015). Rethinking your IT leadership strategy. *SC Magazine, 26*(10), 16.

### Discussion (25 points)

### Portfolio Project (50 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Case Study Paper**

You have two options for your Portfolio Project. The first option is to create a professionally written paper of 10-15 pages. The second option is to create a 12-15 slide PowerPoint presentation with accompanying voiceover. Your work should be written in proper APA format with appropriate citation of all outside sources and with a title page, table of contents, and reference page.

**Introduction to Dirt Bikes**

Dirt Bikes USA is a small company headquartered in Carbondale, Colorado that manufactures and sells its own brand of off-road motorcycles.  It was founded in 1994 to product dirt bikes that could be customized for racing and off-road recreational riding using the best quality components and parts from

all over the world.   The company has continued to grow and now faces a new set of challenges and opportunities.  You have been asked to serve as a consultant to apply your information systems knowledge to help Dirt Bikes solve some of the problems it is encountering.

**Company History and Background**

Dirt Bikes USA was founded in 1994 by Carl Schmidt and Steven McFadden, two young but experienced bikers with engineering backgrounds who saw that dirt bikes were becoming very popular in the United States as both sporting and racing motorcycles.   They developed frames for dirt bikes that were more suited to off-road handling and started using these frames to build their own dirt bike models using motorcycle engines manufactured by other companies, such as Honda and Rotax Motors of Austria. Riding on one of their customized dirt bikes, Steven finished first in the famous Barstow to Las Vegas race.   There was so much interest in Carl and Steve's bikes that they decided to open a production facility that could manufacture large numbers of their dirt bikes for the retail market.  They opened a small production facility in Carbondale which has since expanded to house 120 workers involved in production, design, and engineering and a corporate sales and administrative staff of close to 20 employees. Over the years Dirt Bikes USA has enhanced and expanded its product line to include dirt bike models optimized for racing and for off-road recreational use.  Its racing models have placed well- and often placed first-- in the many dirt bike races staged throughout the United States, including the Barstow-Las Vegas race and competitions at Daytona Bike Week.

**Organization Chart and Employees**

Dirt Bikes USA is still privately owned with Carl serving as CEO and Steven as President and Chief Operating Officer.   About 120 employees work in design, engineering and production, including 3 full-time product designers and 3 engineers.  In addition to a 4-person Parts department, Dirt Bikes maintains a ten-person service department to service warranties and customer problems with parts and motorcycle performance.  Five employees work in Dirt Bikes' shipping and receiving department. Dirt Bikes' sales staff consists of a marketing manager and 5 sales representatives, two for the West coast and Western United States, one for the Midwest, one for the Northeast and one for the South.  The corporate administrative staff consists of a controller, one accountant, one administrative assistant, two human resources staff members, three secretaries, and two information systems specialists to support systems servicing all of the business functional areas.   The data file Dirt Bikes Org Chart shows Dirt Bikes' organization chart.

The company maintains a very friendly family atmosphere, encouraging teamwork, attention to detail and quality, and continual learning and innovation.  Employees, distributors, and retail customers are urged to contribute ideas on how to improve Dirt Bikes' products and service.

**Products and Services**

Dirt Bikes' founders realized that the most popular dirt bikes were foreign brands and wanted to capitalize on their proximity to the dirt bikes racing circuit and market in the United States.  Carl and Steve hoped they could develop bikes that performed and looked better than the competition by using the best custom parts available.   Dirt Bikes does not hesitate to use quality components from all over the world.  The engines for Dirt Bikes are Rotax engines from Austria and tires are from Dunlop, but many of their parts, such as shock absorbers, front wheel forks, exhaust pipes, and headlights, are from the United States. Dirt Bikes makes its own frames, shaping them to give them the unique spirited style for which the company is noted.  The company's parts and service business accounts for about 15% of its total revenue.

Manufacturing and selling dirt bikes is a complex business. Dirt bike racing has many forms, including racing specifically for different size bikes, for short distances, long distance, and even for up to six days. Enduro bikes are for cross-country racing and motocross bikes are specially designed for racing in an enclosed dirt course that can consist of a variety of terrains: uphill, downhill, corners, jumps, and so forth. Dirt Bikes currently produces four models: the Enduro 250, the Enduro 550, the Moto 300 and the Moto 450.  The two Enduros are endurance racers, while the Motos are for motocross racing. All four are very modern, with such technology as both kick and electric starters, steering stabilizers, and liquid cooling. The large majority of these bikes are sold in the United States for between $3,250 and $9000 retail.  (The Enduro 250 retails for $3250, the Enduro 550 retails for $7600, the Moto 300 retails for $4295 and the Moto 450 retails for $8995.)   Dirt Bikes has appealed primarily to serious trail and Enduro riders, although it is making inroads into the motocross market.

**Sales and Marketing**

Dirt Bikes does not sell directly to retail customers, relying on a network of 40 distributors concentrated in the Western and Midwestern United States.  A small percentage of Dirt Bikes are sold in Europe using independent distributors that sell other brands of dirt bikes and motorcycles as well as Dirt Bikes.  Dirt Bikes' motorcycles, parts, and service, including warranty repairs, can only be obtained through an authorized Dirt Bikes dealer.  All motorcycle and spare parts sales, shipping, and set-up must be handled by a certified dealer.  If a potential customer lives more than 50 miles from the nearest authorized Dirt Bikes dealer, the customer can purchase a Dirt Bike or Dirt Bike parts through a certified independent motorcycle dealer.  Retail customers can purchase spare parts directly from Dirt Bikes only by verifying that they live more than 50 miles from an authorized Dirt Bikes dealer.

Dirt Bikes' sales department works closely with Dirt Bikes' distributors.  One of its key responsibilities is to aggressively promote Dirt Bikes at dirt bike racing and other events.   Many Dirt Bikes employees are dirt bike racing enthusiasts themselves.  Several are official company racers representing the company in dirt bike racing competition.  Dirt Bikes recently established a Dirt Bikes USA Owners' Group to promote stronger relationships with customers and to make it easier for them to share their Dirt Bikes USA experiences.  Dirt Bikes also advertises in magazines devoted to motorcycle racing and dirt bikes.  It uses a small public relations firm to place articles about new company products or racing victories in these magazines.  Dirt Bikes also pays for ads in these publications.

**Selected Financial Data**

In the Module 8 folder you will find a data file titled ISM501_Dirt_Bikes_Financial_Data, which provides a spreadsheet with three worksheets containing Dirt Bikes financial data for you to review:

- Income statement and summary balance sheet data from 2012-2014
- Annual sales (units sold) of each Dirt Bikes model between 2010 and 2014
- Total domestic vs. international motorcycle sales (units sold) between 2010 and 2014

The income statement and balance sheet are the primary financial statements used by management to determine how well a firm is performing. The income statement, also called an operating statement or profit and loss statement, shows the income and expenses of a firm over a period of time, such as a year, a quarter, or a month. The gross profit represents the difference between the firm's revenue (or sales) and the cost of goods sold.  The gross margin is calculated by dividing gross profit by revenues (or sales).  Net profit (or loss) is calculated by subtracting all other expenses, including operating expenses

and income taxes from gross profit. Operating expenses are all business costs (such as expenditures for sales and marketing, general and administrative expenditures, and depreciation) other than those included in the cost of goods sold.   Net margins are calculated by dividing net profit (or loss) by revenues (or sales).

A balance sheet provides a snapshot of a company's financial assets and liabilities on a given date, usually the close of an accounting period.   It lists what material and intangible assets the business owns and what money the business owes either to its creditors (liabilities) or to its owners (shareholders' equity, also known as net worth).   We have included here are only the most important pieces of balance sheet data for you to review.  At any given time, a business's assets equal the sum of its liabilities plus its net worth.  Current assets include cash, securities, accounts receivable, or other investments that are likely to be converted into cash within one year.  Current liabilities are debts that are due within one year. Long-term debt consists of liabilities that are not due until after a year or more.  If too much debt has been used to finance the firm's operations, problems may arise in meeting future interest payments and repaying outstanding loans.

By examining a series of financial statements, one can identify and analyze trends in the financial strength of a business.  When examining Dirt Bikes' income statement and balance sheet data, pay special attention to the company's three-year trends in revenue (sales), costs of goods sold, gross margins, operating expenses, and net income (or loss).   Pay attention to whether the company's short and long-term liabilities are growing and whether they exceed assets.   If a company has more current assets than current liabilities, it is a sign that it probably has enough working capital to fund investments in new equipment or information systems.

The two other spreadsheets present motorcycle unit sales data between 2010 and 2014, which can be used to gauge motorcycle sales.  When examining these spreadsheets, pay attention to the trends in sales.  This includes the sales trends for each product Dirt Bikes sells, overall sales trends, and the proportion of international to domestic sales.

Instructions:  Combine all of the milestones that you have already completed, incorporating your instructor's comments, suggestions, and changes.  Finally, create a conclusion which summarizes the various elements which you have analyzed throughout the course, and makes recommendations based on what you have learned.

The table of contents will include:

1. Assessing an Information System
2. Assessing Data vs. Knowledge
3. Recommend a Risk Management Policy for Dirt Bikes, USA
4. Compare ROI vs. Balanced Scorecard
5. Evaluate Purchase or Lease of Equipment
6. Assess Dirt Bike USA's critical systems and develop a DR plan
7. *Conclusion*

**Option #2: Case Study Paper**

You have two options for your portfolio project. The first option is to create a professionally-written paper of 10-15 pages. The second option is to create a 15-20 slide PowerPoint presentation with accompanying voiceover. Your work should be written in proper APA format with appropriate citation of all outside sources and with a title page, table of contents, and reference page. **Note that you must**

**submit either a paper or a presentation and build to one of these options each week; you cannot do a mix of both.**

**Introduction to Dirt Bikes**

Dirt Bikes USA is a small company headquartered in Carbondale, Colorado that manufactures and sells its own brand of off-road motorcycles. It was founded in 1994 to produce dirt bikes that could be customized for racing and off-road recreational riding—using the best quality components and parts from all over the world. The company has continued to grow and now faces a new set of challenges and opportunities. You have been asked to serve as a consultant to apply your information systems knowledge to help Dirt Bikes solve some of the problems it is encountering.

**Company History and Background**

Dirt Bikes USA was founded in 1994 by Carl Schmidt and Steven McFadden, two young but experienced bikers with engineering backgrounds who saw that dirt bikes were becoming very popular in the United States as both sporting and racing motorcycles. They developed frames for dirt bikes that were more suited to off-road handling. They started using these frames to build their own dirt bike models using motorcycle engines manufactured by other companies, such as Honda and Rotax Motors of Austria. Riding on one of their customized dirt bikes, Steven finished first in the famous Barstow to Las Vegas race. There was so much interest in Carl and Steve's bikes that they decided to open a production facility that could manufacture large numbers of their dirt bikes for the retail market. They opened a small production facility in Carbondale which has since expanded to house 120 workers involved in production, design, and engineering—and a corporate sales and administrative staff of close to 20 employees. Over the years Dirt Bikes USA has enhanced and expanded its product line to include dirt bike models optimized for racing and off-road recreational use. Its racing models have placed well, and often first, in the many dirt bike races staged throughout the United States, including the Barstow-Las Vegas race and competitions at Daytona Bike Week.

**Organization Chart and Employees**

Dirt Bikes USA is still privately owned, with Carl serving as CEO and Steven as President and Chief Operating Officer. About 120 employees work in design, engineering and production, including three full-time product designers and three engineers. In addition to a four-person Parts Department, Dirt Bikes maintains a ten-person Service Department to service warranties and customer problems with parts and motorcycle performance. Five employees work in Dirt Bikes' Shipping and Receiving Department. The sales staff consists of a marketing manager and five representatives, two for the West coast and Western United States, one for the Midwest, one for the Northeast, and one for the South. The corporate administrative staff has one controller, one accountant, one administrative assistant, two human resources staff members, three secretaries, and two information systems specialists to support systems servicing all of the business functional areas. The data file "Dirt Bikes USA Organization Chart" shows Dirt Bikes' organization chart.

The company maintains a friendly, family atmosphere which encourages teamwork, attention to detail and quality, and continuous learning and innovation. Employees, distributors, and retail customers are urged to contribute ideas on how to improve Dirt Bikes' products and services.

**Products and Services**

Dirt Bikes' founders and wanted to capitalize on their proximity to the dirt bikes racing circuit and market in the United States. Carl and Steve hoped they could develop bikes that out-performed and looked better than the competition by using the best custom parts available. Realizing that the most popular dirt bikes were foreign brands, Dirt Bikes does not hesitate to use quality components from all over the world, such as Rotax engines from Austria and tires are from Dunlop. But many of their parts, such as shock absorbers, front wheel forks, exhaust pipes, and headlights are from the United States. The company makes its own frames, shaping them in the unique, spirited style for which Dirt Bikes is noted.

Manufacturing and selling dirt bikes is a complex business. Dirt bike racing has many different categories, including races based on a variety of bike sizes and race length (with some lasting as long as six days). Enduro bikes are for cross-country racing. Motocross bikes are specially designed for racing in an enclosed dirt course that can consist of a variety of terrains; uphill, downhill, corners, jumps, and so forth. Dirt Bikes currently produces four models; the Enduro 250, the Enduro 550, the Moto 300, and the Moto 450. The two Enduros are endurance racers, while the Motos are for motocross racing. All four are very modern, incorporating technologies such as kick and electric starters, steering stabilizers, and liquid cooling. The large majority of these bikes are sold in the United States and cost between $3,250 and $9000 retail (the Enduro 250 retails for $3250, the Enduro 550 for $7600, the Moto 300 for $4295 and the Moto 450 for $8995.) Dirt Bikes appeals primarily to serious trail and Enduro riders, although it is making inroads into the motocross market.

**Sales and Marketing**

Dirt Bikes does not sell directly to retail customers. It relies on a network of 40 distributors concentrated in the Western and Midwestern United States. A small percentage of Dirt Bikes are sold in Europe using independent distributors that sell other brands of dirt bikes and motorcycles as well. Dirt Bikes' motorcycles, parts, and service (including warranty repairs) can be obtained only through an authorized Dirt Bikes dealer. All motorcycle and spare parts sales, shipping, and set-up must be handled by a certified dealer. If a potential customer lives more than 50 miles from the nearest authorized Dirt Bikes dealer, the customer can purchase a Dirt Bike or Dirt Bike parts through a certified independent motorcycle dealer. Retail customers can purchase spare parts directly from Dirt Bikes only by verifying that they live more than 50 miles from an authorized Dirt Bikes dealer.

Dirt Bikes' sales department works closely with Dirt Bikes' distributors. One of its key responsibilities is to aggressively promote Dirt Bikes at dirt bike racing and other events. Many Dirt Bikes employees are dirt bike racing enthusiasts themselves. Several are official company racers representing the company in dirt bike racing competition. Dirt Bikes recently established a Dirt Bikes USA Owners' Group to promote stronger relationships with customers, and to make it easier for them to share their Dirt Bikes USA experiences. Dirt Bikes also advertises in magazines devoted to motorcycle racing and dirt bikes. It uses a small public relations firm to place articles about new company products or racing victories in these magazines. Dirt Bikes also pays for ads in these publications.

**Selected Financial Data**

The data file Dirt Bikes Financial and Sales Data provides a spreadsheet with three worksheets containing Dirt Bikes financial data for you to review:

- Income statement and summary balance sheet data from 2012-2014
- Annual sales (units sold) of each Dirt Bikes model between 2010 and 2014
- Total domestic vs. international motorcycle sales (units sold) between 2010 and 2014

The income statement and balance sheet are the primary financial statements used by management to determine how well a firm is performing. The income statement, also called an operating statement or profit and loss statement, shows the income and expenses of a firm over a period of time, such as a year, a quarter, or a month. The gross profit represents the difference between the firm's revenue (or sales) and the cost of goods sold. The gross margin is calculated by dividing gross profit by revenues (or sales). Net profit (or loss) is calculated by subtracting all other expenses, including operating expenses and income taxes from gross profit. Operating expenses are all business costs (such as expenditures for sales and marketing, general and administrative expenditures, and depreciation) other than those included in the cost of goods sold. Net margins are calculated by dividing net profit (or loss) by revenues (or sales).

A balance sheet provides a snapshot of a company's financial assets and liabilities on a given date, usually the close of an accounting period. It lists what material and intangible assets the business owns and what money the business owes either to its creditors (liabilities) or to its owners (shareholders' equity, also known as net worth). We have included here only the most important pieces of balance sheet data for you to review. At any given time, a business's assets equal the sum of its liabilities plus its net worth. Current assets include cash, securities, accounts receivable, or other investments that are likely to be converted into cash within one year. Current liabilities are debts that are due within one year. Long-term debt consists of liabilities that are not due until after a year or more. If too much debt has been used to finance the firm's operations, problems may arise in meeting future interest payments and repaying outstanding loans.

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- Conclusion

# COURSE POLICIES

**Course Grading**

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

| Grading Scale | |
|---|---|
| A | 95.0 – 100 |
| A- | 90.0 – 94.9 |
| B+ | 86.7 – 89.9 |
| B | 83.3 – 86.6 |
| B- | 80.0 – 83.2 |
| C+ | 75.0 – 79.9 |
| C | 70.0 – 74.9 |
| D | 60.0 – 69.9 |
| F | 59.9 or below |

## IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our **In-Classroom Student Policies and Guidelines** or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

**Academic Integrity**
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /repurposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

**Citing Sources with APA Style**
All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the "APA Guide & Resources" link. A link to this document should also be provided within most assignment descriptions in your course.

**Disability Services Statement**
CSU-Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

**Netiquette**
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults, or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.