

MIS 5202 – IT Governance - Syllabus

Instructor Information	Rich Flanagan Richard.Flanagan@Temple.edu	
Office Information	209C Speakman Hall (215) 204-3077	
Office Hours	Tuesdays 11:00 – 12:00, Wednesday 1:30-2:30 WEBEX Tuesday 7:00-8:00	

Course Objectives

In this course you will learn how to audit an organization's use of its information technology assets. Key topics are:

1. Is the organization using IT to further its business objectives?
2. How does the organization align its IT investments to its business strategy?
3. Does the organization have a strong control environment?
4. Does the organization have an information architecture and a technical direction?
5. Is the organization assessing and managing its IT risks in a controlled way?
6. Is the IT team optimized to deliver the services the organization is expecting?
7. Is the organization getting the value it expects?

By examining how an organization makes IT investment decisions, implements new assets, delivers services, assesses risk and measures its own performance, the IT auditor can assure the organization is meeting its fiduciary, compliance and security responsibilities.

Grading

Item	Percent of Total Points
Participation	20%
Policy	20%
Audit	20%
Quizzes	20%
Exams	20%
Total	100%

Weekly Rhythm

This class will operate on a weekly cycle for 14 weeks, not counting the week for spring break. After the first week, our cycle will start on Saturday mornings when the quiz for the preceding week and the discussion questions/activities for the next week will be posted. Quizzes will be due by 11:59 PM Sunday and all your comments on the reading questions and your activities will be due by 11:59 EST PM Friday night. Late work will received no credit.

Participation

The assignments, cases, and readings have been carefully chosen to bring the real world into class discussion while also illustrating fundamental concepts. Your participation in the online discussions is critical. Evaluation is based on you consistently demonstrating your engagement with the material. Assessment is based on what you contribute. The frequency and quality of your contributions are equally important.

Each week you will need to participate in various ways:

Weekly readings email

MIS 5202 – IT Governance - Syllabus

In an email to me you must comment on that weeks reading. Your summary must include:

- a. One key point you took from each assigned reading. (One or two sentences per reading)
- b. One key point you learned from the readings as a whole. (One or two sentences maximum)

Weekly readings online discussion

I will start each week's discussion with several study questions about the assigned readings.

- You are expected to offer your thoughts on at least one of those questions.
- You are expected to comment on at least three posting by myself or your classmates each week.

Weekly Activities

Most of your weekly assignments will be case analyses. Instructions for each week's assignment will be included in the Saturday post. For cases, I will post several questions about the case. You must select one of these questions and answer it in a single page. Only the first page will be graded.

There is no one particular style for a good case study analysis. But, there are some common elements to excellent submissions (additional, grade-specific criteria are provided at the end of this syllabus):

- The opening of the analysis makes it immediately clear which case study and what question is being addressed.
- You have cited specific details regarding key facts and issues of the case. Instead of general observations about information technology or organizations that apply to any problem, draw details from the case study itself. Analyses, observations, and suggestions should be tied directly to those key facts and issues. You can also draw on the other readings in the course to inform and support your arguments.
- After analyzing the details of the case study, discuss how its specific issues have broader application. In other words, use your analysis to provide some advice to managerial decision-makers that can be applied to other situations beyond this case.
- Provide a balanced perspective. For example, when making a recommendation explain the pros and cons, providing both the rationale (the why) as well as its feasibility (the how). Well-considered recommendations include discussion of potential issues with your solution and conditions that should be in place for your recommendation to be successful.

Policy

For our discussion of IT policies, you and your partner will write a specific IT policy. Using what you have learned from the Cisco reading, you will write an appropriate policy for a hypothetical firm that does \$50MM of sales with 100 employees and 10 IT people. You will also create a short (maximum 5 minute) video explaining your policy. Your team will post both the video and your policy document on the class blog. **Everyone is expected to read and comment on a minimum of four different policies.**

You can choose to work on any one of the following policies:

- IT Compliance Policy
- Data Governance Policy

MIS 5202 – IT Governance - Syllabus

- Identity Management Policy
- Change Management Policy
- Disaster Recovery & Business Continuity Policy
- IT Security Policy

Audit Program

One of the learning goals of this class is to prepare you to audit a company's IT governance capabilities. You and your partner will prepare an audit program on a specific topic. You will be auditing the same hypothetical firm that does \$50MM of sales with 100 employees and 10 IT people. You will create an outline that covers all the areas you need to consider in your audit and how you might gather evidence for each to justify your conclusions. Your team will post its audit program on the class blog for others to consider. **Everyone is expected to read and comment on a minimum of four different audit programs..**

You can choose to work on any one of the following policies:

- IT Strategic Management Audit
- Identity Management Audit
- IT Risk Audit
- Cloud Computing Audit
- Network Perimeter Audit
- Crisis Management Audit

Quizzes

For eleven weeks of the semester you will have a quiz to complete each weekend on the previous week's material. These quizzes are on [Blackboard](#) and have a combination of five CISA exam practice questions and/or short answer questions. You can take the quiz anytime between Saturday at 6:00 AM and Sunday at 11:59 PM. Once you start the quiz you will have 15 minutes to complete it. You will not be able to stop, go back or otherwise extend the time. Be sure you are ready to go and have the time available before you start the quiz. Late work will not be accepted

Final Exam

The final exam will also be on [Blackboard](#) and will use all multiple-choice CISA practice examination questions. The exam will be comprehensive. Everything we cover during the semester could appear on the final. The final exam consists of 50 questions and you will have one hour to complete it (this is the same pace as the CISA exam).

MIS 5202 – IT Governance - Syllabus

Readings	
ISACA	CISA Review Manual 2012 , ISACA.org
	COBIT 5: Enabling Processes , ISACA.org
	The IT Risk Framework , ISACA.org
	IT GOVERNANCE USING COBIT® AND VAL ITTM STUDENTBOOK, 2ND EDITION , ISACA.org
	COBIT 5: Self Assessment Guide , ISACA.org
	"What Every IT Auditor Should Know About Proper Segregation of Incompatible IT Activities", Tommie W. Singleton, Isaca Journal
	"Auditing IT Risk Associated With Change Management and Application Development", Tommie W. Singleton, Isaca Journal
	"The IT Balanced Scorecard Revisited", Alec Cram, , Isaca Journal
	"Audit of Outsourcing", S. Anantha Sayana, Isaca Journal
	"IT Audits of Cloud and SAAS", Tommie W. Singleton, Isaca Journal
	"What is Your Risk Appetite?", Shirley Booker, Isaca Journal
	"DoS Attacks—A Cyberthreat and Possible Solutions," Ajay Kumar, Isaca Journal
	"What Every IT Auditor Should Know About Backup and Recovery", Tommie W. Singleton, Isaca Journal
	"Auditing Business Continuity", S. Anantha Sayana Isaca Journal
"Database Backup and Recovery Best Practices", Ali Navid Akhtar, OCP, Jeff Buchholtz, Michael Ryan, CIA, CPA, and Kumar Setty, CISA , ISACA Journal	
Other	IT Strategic and Operational Controls , by John Kyriazoglou, can be found in ISACA's eLibrary
	"Information Technology Management Framework Roles and Responsibilities," US Department of Housing and Urban Development, portal.hud.gov/hudportal/documents/huddoc?id=itm_roles.pdf
	"What is Portfolio Management?", Rad & Levin, AACE International Transactions; 2008 ;
	"Managing Quality for Information Technology", http://www.qualitydigest.com/mar99/html/body_itech.html
	"Total Quality Management, Chapter 5" Reid http://www.wiley.com/college/sc/reid/chap5.pdf
	Practical IT Policies & Procedures , M. Sisco – Available only online through the library
Gartner	<i>To get Gartner articles log onto TUPortal, select Gartner Gateway(left hand menu) and search for the article you want by name</i>
	"Understanding IT Controls and COBIT"
	" Effective Communications: IT Strategy"
	"Outsourcing Contract Terms and Conditions: An Understanding of the 19 Articles in a Master Service Agreement"
	" Four Keys to Effective Compliance
	"The Security Processes You Must Get Right"
	"Effective Communications: Performance Dashboards"

MIS 5202 – IT Governance - Syllabus

Harvard Press	STARS Air Ambulance: An Information Systems Challenge , Malcolm Munro & Sid L. Huff, Product Number: 908E04-PDF-ENG
	IT Governance Archetypes for Allocating Decision Rights , Peter Weill, Jeanne W. Ross May 13, 2004 Product number: 8087BC-PDF-ENG
	MDCM, Inc. (A & B): Strategic IT Portfolio Management , Mark Jeffery, Joseph F. Norton, Derek Yung , Jan 01, 2006, Product number: KEL172-PDF-ENG
	iPremier (A, B & C): Denial of Service Attack (Graphic Novel Version) , Robert D. Austin, Jeremy C. Short, Jun 25, 2009, Product number: 609092-PDF-ENG

The Harvard Business School Publishing articles and cases are available from HBSP at the following <https://cb.hbsp.harvard.edu/cbmp/access/23531759>

Grading Criteria

The following are the criteria used for evaluating assignments. You can roughly translate a letter grade as the midpoint in the scale (for example, an A- equates to a 91.5).

Criteria	Grade
The assignment consistently exceeds expectations. It demonstrates originality of thought and creativity throughout. Beyond completing all of the required elements, new concepts and ideas are detailed that transcend general discussions along similar topic areas. There are few mechanical, grammatical, or organization issues that detract from the ideas.	A- or A
The assignment consistently meets expectations. It contains all the information prescribed for the assignment and demonstrates a command of the subject matter. There is sufficient detail to cover the subject completely but not too much as to be distracting. There may be some procedural issues, such as grammar or organizational challenges, but these do not significantly detract from the intended assignment goals.	B-, B, B+
The assignment fails to consistently meet expectations. That is, the assignment is complete but contains problems that detract from the intended goals. These issues may be relating to content detail, be grammatical, or be a general lack of clarity. Other problems might include not fully following assignment directions.	C-, C, C+
The assignment constantly fails to meet expectations. It is incomplete or in some other way consistently fails to demonstrate a firm grasp of the assigned material.	Below C-

Plagiarism, Academic Dishonesty and Citation Guidelines

If you use text, figures, and data in reports that was created by others you must identify the source and clearly differentiate your work from the material that you are referencing. If you fail to do so you are plagiarizing. There are many different acceptable formats that you can use to cite the work of others (see some of the resources below). The formats are not as important as the intent. You must clearly show the reader what is your work and what is a reference to somebody else's work.

Plagiarism is a serious offence and could lead to reduced or failing grades and/or expulsion from the university. The Temple University Student Code of Conduct specifically prohibits plagiarism (see <http://www.temple.edu/assistance/udc/coc.htm>).

The following excerpt defines plagiarism:

MIS 5202 – IT Governance - Syllabus

Plagiarism is the unacknowledged use of another person's labor, ideas, words, or assistance. Normally, all work done for courses — papers, examinations, homework exercises, laboratory reports, oral presentations — is expected to be the individual effort of the student presenting the work. There are many forms of plagiarism: repeating another person's sentence as your own, adopting a particularly apt phrase as your own, paraphrasing someone else's argument as your own, or even presenting someone else's line of thinking in the development of a thesis as though it were your own. All these forms of plagiarism are prohibited both by the traditional principles of academic honesty and by the regulations of Temple University. Our education and our research encourage us to explore and use the ideas of others, and as writers we will frequently want to use the ideas and even the words of others. It is perfectly acceptable to do so; but we must never submit someone else's work as if it were our own, rather we must give appropriate credit to the originator.

Source: Temple University Graduate Bulletin, 2000-2001. University Regulations, Other Policies, Academic Honesty. Available online at: <http://www.temple.edu/gradbulletin/>

- For a more detailed description of plagiarism:
 - Princeton University Writing Center on Plagiarism:
 - http://web.princeton.edu/sites/writing/Writing_Center/WCWritingRes.htm
- How to successfully quote and reference material:
 - University of Wisconsin Writers Handbook
 - <http://www.wisc.edu/writing/Handbook/QuotingSources.html>
- How to cite electronic sources:
 - Electronic Reference Formats Recommended by the American Psychological Association
 - <http://www.apastyle.org/electmedia.html>