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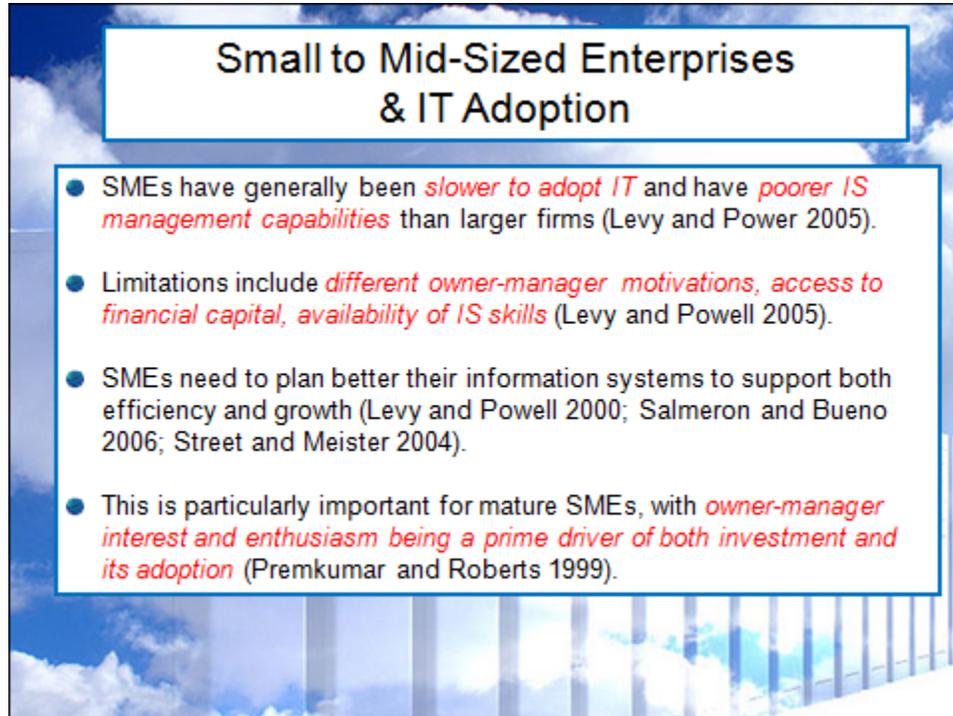
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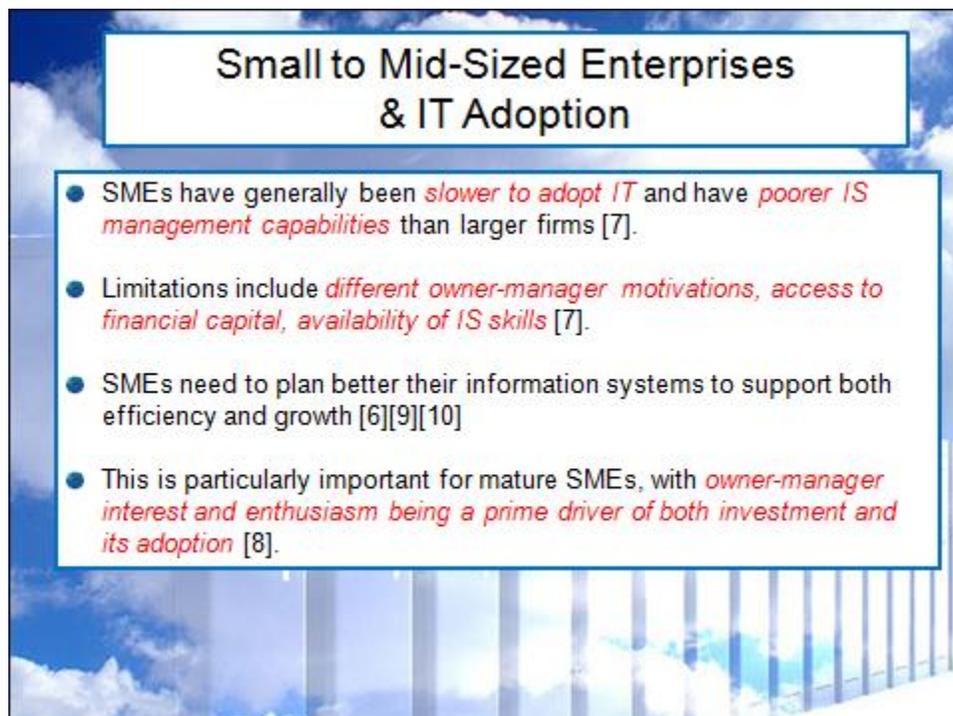
OPTION A:



Small to Mid-Sized Enterprises & IT Adoption

- SMEs have generally been *slower to adopt IT* and have *poorer IS management capabilities* than larger firms (Levy and Power 2005).
- Limitations include *different owner-manager motivations, access to financial capital, availability of IS skills* (Levy and Powell 2005).
- SMEs need to plan better their information systems to support both efficiency and growth (Levy and Powell 2000; Salmeron and Bueno 2006; Street and Meister 2004).
- This is particularly important for mature SMEs, with *owner-manager interest and enthusiasm being a prime driver of both investment and its adoption* (Premkumar and Roberts 1999).

OPTION B:



Small to Mid-Sized Enterprises & IT Adoption

- SMEs have generally been *slower to adopt IT* and have *poorer IS management capabilities* than larger firms [7].
- Limitations include *different owner-manager motivations, access to financial capital, availability of IS skills* [7].
- SMEs need to plan better their information systems to support both efficiency and growth [6][9][10]
- This is particularly important for mature SMEs, with *owner-manager interest and enthusiasm being a prime driver of both investment and its adoption* [8].

Outsourcing Cloud Services: The Great Equalizer for SMEs?

Academic References

1. Balbul, L. P., Iran, Z. and Lovi, R. E. D. (2001), "Outsourcing Information Systems: Drawing lessons from a banking case study," *European Journal of Information Systems*, Vol. 10, pp. 15-24.
2. Benedict, S. (2012), "Performance Issues and Performance Analysis Tools for HPC Cloud Applications: A Survey," *Computing Archives for Informatics and Numerical Computation*, Vol. 95, 2, pp. 89-108.
2. Bloor, M. and Wood, F. (2012), "Key Informant", In *Keywords in Qualitative Methods*, Sage, Thousand Oaks.
4. Carlsson, C. and Fuller, R. (2012), "Probabilistic versus Possibilistic Risk Assessment Models for Optimal Service Level Agreements In Grid Computing," *Information Systems and e-Business Management*, Vol. 11, 1, pp. 1-11.
5. Ghazi, M. (2001), "Cloud Computing can help SMEs grow at a rapid pace," *McDermott Tribute Business News*, Oct 28, ProQuest ID 900824891.
6. Levy, M., and Foual, R. (2002), "Information systems strategy in SMEs: An organizational perspective," *Journal of Strategic Information Systems*, Vol. 9, 1, pp. 62-84.
7. Levy, M., and Foual, R. (2005), *Strategies for Growth in SMEs: The role of information and information systems*, London: Butterworth Heinemann.
8. Premkumar, G., and Roberts, M. (1999), "Adoption of new IT in rural SMEs," *Omega*, Vol. 27, pp. 467-484.
9. Salmeron, J., and Bueno S. (2006), "An IT and IS Industry-based classification of SMEs: An institutional view," *European Journal of Operational Research*, Vol. 172, 2, pp. 1013-1025.
10. Street, C., and Melder, D. (2004), "Small business growth and internal transparency, the role of information systems," *MIS Quarterly*, Vol. 28, 2, pp. 473-505.
11. Sultan, N. A. (2001), "Reaching for the Cloud: How SMEs can Manage," *International Journal of Information Management*, Vol. 21, 2, pp. 273-279.
12. Yogesh, K. and Navonil, M. (2010), "It's Unwritten in the Cloud: The Technology Enablers for Realizing the Promise of Cloud Computing," *Journal of Enterprise Information Management*, Vol. 22, 6, pp. 672.
12. Yin, R. (2003), *Case Study Research: Design and Methods*, Third Edition, Sage, Thousand Oaks.

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Book:

Lacity, M., and Willcocks, L. (2001), *Global Information Technology Outsourcing: Search for Business Advantage*, John Wiley & Sons, Chichester.

Journal Article:

Rottman, J., and Lacity, M. (2008), "A US Client's Learning from Outsourcing IT Work Offshore," *Information Systems Frontiers*, Vol. 10, No. 2, pp. 259-275.

Websites: Please indicate *full* URL for web site references, and date viewed. For example:

www.umsl.edu/~lacitym/IS5800syllabus.htm, viewed September 1, 2013.

Interviews: Please indicate name (if not anonymous), title of interviewee, type of interview (in person, phone, videoconference), name of students at the interview, and date of interview. For example:

John Smith, CIO of BigCompany, interviewed in person by Jane Doe and Fred Davis, January 6, 2013.

Ian Jones, Director of Applications, BigCompany, interviewed by phone by Jane Doe and Fred Davis, February 8, 2013.

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