ITIS 5401D
Fundamentals of IT Service Management
Winter 2016

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Office Hours: Monday 11:00 a.m. – 12:30 p.m. or make an appointment by email or telephone

Schedule: Mondays 18:05-20:55 p.m. (February 29 – April 4, 2016)
Location: DT 328 ITIS 5401 [0.25 credit]

Calendar Course Description
ITIL and ISO 20000 topics including service support and service delivery fundamentals. Service support includes service/help desk, configuration, incident, problem, release, and change management. Service delivery includes security, service level, capacity, continuity, availability and IT financial management.

INTRODUCTION

Digital information technology services and systems are central to the business models of almost all organizations around the world. Without them organizations would face severe difficulties delivering on their strategic objectives. As a consequence, investments in IT and the related services consume a substantial portion of the investment budget of organizations and therefore require focused attention from both business and IT managers. The main challenge facing organizational executives is how best to allocate scarce investment resources among the many options for such investments, including IT, while assuring that the value sought from the spending is actually delivered. By adopting a services perspective, with the focus being on what the customer values and is willing to pay for, organizations should be able to move beyond technical fixes to provide IT services that are robust, high quality, efficient, effective, and valuable.

COURSE DESCRIPTION:

This course addresses key issues in managing of information systems in organizations. It covers the business and information technology challenges faced by managers and how decisions are
made about acquiring, deploying, and using information technologies to achieve business objectives.

**LEARNING OBJECTIVES:**

On completion of this course students are expected to have developed an understanding of:
- Key issues facing managers in making decisions about IT service delivery in organizations.
- The business imperatives for making investments in IT systems and services.
- IT service governance approaches and arrangements.
- Key issues in managing IT service performance and risk
- Value realization in from investments in IT services and systems.

**Prerequisites:**

Graduate Standing

**The School of Business enforces all prerequisites.**

**Drop Course Policy**

The deadline for academic withdrawal is the last day of classes (each term).

**COURSE PROCEDURES AND GRADING:**

The course will primarily be based around the case depicted in the book “The Adventures of an IT Leader”, lectures, and readings from selected sources that illustrate key issues in information systems management. Students will be expected to actively participate in the discussions and all associated class activities. The final course grade will be derived as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Group Case Presentation and Write-up</td>
<td>20%</td>
</tr>
<tr>
<td>Individual Assignments</td>
<td>30%</td>
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<tr>
<td>Final Exam</td>
<td>40%</td>
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<tr>
<td>Class participation</td>
<td>10%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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**Deferred Final Examination:**

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor in writing to request a deferred exam. Permission may be granted when the absence is supported by a medical certificate and or appropriate document/s to support the reason for the deferral. Deferred exams are not granted for students who have made travel arrangements that conflict with examination schedule.
REQUIRED READING AND ADDITIONAL READING

**Required Reading:** Grant, G. and Collins, R. (forthcoming) The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan. (will be supplied on CULearn)


**Additional References:**


Additional Readings will be drawn from a variety of sources. These are listed in the course schedule.

**Online resources:**

IT Service Management Forum International (ISTMFi) [http://www.itsmfi.org/](http://www.itsmfi.org/)


GROUP AND INDIVIDUAL ASSIGNMENTS

**Group Analysis of the IVK Corporation Case**

As part of the learning experience in this course we will follow the exploits of Jim Barton, the new CIO at IVK Corporation, as he struggles to understand his new role as CIO and manage the challenges that the corporation faces in delivering value from IT investments. Each week, students working in groups, will present an analysis of the relevant issues being faced by Jim and his team as described in the chapters assigned for that week from the book *Adventures of an IT Leader*.

The presenting group is expected to synthesize the chapters assigned and analyze the significant issues raised. The analysis must employ theoretical ideas presented in class or relevant readings (those assigned and others deemed relevant by the group). The presenting team will do a write-
up of the case. The write-up should not exceed ten (10) pages (double-spaced). In doing the presentation the team is expected to use a variety of strategies that will encourage class participation (example: debates, dramatization, etc.). Credit will be given for creativity in presenting the case. Please review the case presentation evaluation document to see how the presentation will be assessed.

**Individual Assignment (usually weekly)**

Each week a series of discussion points or questions will be posted. Each student will be required to do individual write-ups (consisting of 2-3 double-spaced pages) of **four (4) of the discussion points/questions** posted throughout the semester. The objective is to have students give due consideration to the issues emanating from the IVK case and help them prepare for the class discussion. Well thought out and written responses are expected. Students will be assigned to answer a particular question/discussion issue for two (2) of the four (4) assignments. The assignments will be made when the class list is known. **You may not write up an individual question on the same case/topic your group is presenting. You also may not submit more than one individual write-up per week, including the one assigned to you by the professor.** There will be no make-up papers for those missed. Late submission of individual assignments will not be accepted after discussion on the topic has taken place in class. Please check the individual assignment evaluation criteria for guidance.

**Final Examination**

The final examination will be based on a comprehensive coverage of the material (cases, lectures, readings, presentations) covered in class. The exams will normally take place, during the exam period, in the same time slot as when the class is normally held.

**Class Participation:**

Participation by students in class discussion and activities is an important part of this course. Effective participation is possible only by regular class attendance and active pre-class preparation. You should read the required case and readings before coming to class. You will not gain participation marks simply by asking an obligatory question or two. Nor will such marks be based on the number of questions or comments made. Participation grades will reflect the total impact the student has had on the class over the term, through significant and insightful comments, and a demonstration of good problem-solving and analytical skills.

**Summary of Deliverables**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Submit to</th>
<th>Due Date</th>
<th>% of Grade</th>
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<tbody>
<tr>
<td>Four (4) Individual Assignments</td>
<td>Culearn</td>
<td>By 4:00 p.m. on date case assigned (see schedule)</td>
<td>30</td>
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<tr>
<td>Group Case Presentation (as assigned)</td>
<td>Culearn</td>
<td>By 4:00 p.m. on date case assigned (see schedule)</td>
<td>20</td>
</tr>
<tr>
<td>Final Exam</td>
<td>Professor</td>
<td>(see schedule)</td>
<td>40</td>
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Assignment Submission
All written assignments including the group project should be submitted to the Professor by 4:00 p.m. via cuLearn, on the day they are due. The assignments should be submitted in .pdf format. No printed document is required. All documents should have the student’s name, number, email address and course section.
It is the student’s responsibility to ensure that all assignments are received in an accessible format on or before the due date. Assignments are due at the time indicated. Late assignments will be marked down by 10% for every calendar day late.
# ITIS 5401 Fundamentals of IT Service Management Winter 2016
## Tentative Class Schedule

<table>
<thead>
<tr>
<th>Dates</th>
<th>Topic/ Required Reading</th>
<th>Case</th>
<th>Additional Readings ( Library Online Resources)</th>
<th>Practitioner’s Perspective **</th>
</tr>
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</table>
| Feb 29  | **Introduction and Class Organization**  
Business and IT challenges for today’s organizations  
Grant, G. and Collins, R. (forthcoming)  
Chapter 1: Business and IT Challenges in Today’s Organization, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan. | Case:  
IVK-1: The new CIO  
*MIS Quarterly Executive*, 13 (4), 237-263.  
Gerth, A. B., and Peppard, J. (2014) How newly appointed CIOs take charge,  
*MIS Quarterly Executive*, 13(3), 159-173. | Gartner CIO Agenda and Insights 2016  
Transforming Healthcare delivery – Cleveland Clinic  
http://www.youtube.com/watch?feature=player_embedded&v=4YgwVqzSzQk |
| Mar 07  | **IT Leadership and the cost and value of IT investments**  
Grant, G. and Collins, R. (forthcoming)  
Grant, G. and Collins, R. (forthcoming)  
Grant, G. and Collins, R. (forthcoming)  
Chapter 4: The Agricultural Model, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan. | IVK-3: CIO leadership  
IVK-4: the cost of IT  
IVK-5: the value of IT | Weill and Woerner (2013) The future of the CIO in a digital economy,  
*MIS Quarterly Executive*, 12:2, June, 65-75.  
Grant, G. G. (2010) Editorial: Reconceptualizing the concept of business and IT alignment: from engineering to agriculture,  
*European Journal of Information Systems*, 19, pp. 619-624. | Guest Speaker:  
CIO Insight – Seven Roles of Highly Effective CIOs  
Top Leadership Qualities of CIOs  
Five Habits of Wildly Unsuccessful CIOs  
| Mar 14  | **Harvesting Value from IT investments**  
Grant, G. and Collins, R. (forthcoming)  
IVK-6: Project Management  

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<th>Practitioner’s Perspective **</th>
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<tr>
<td>Mar 21</td>
<td>Governing IT services.</td>
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<tr>
<td>Mar 28</td>
<td>Building and managing the digital platform</td>
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<tr>
<td>Dates</td>
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<td></td>
<td>Final Exam</td>
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IMPORTANT ADDITIONAL INFORMATION

Course Sharing Websites

Student or professor materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Policy on Mobile Devices

The use of mobile devices is PERMITTED in this class, as long as it is directly related to assigned class work and authorized by the instructor. Otherwise, using a mobile device is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off when not authorized for use. If an emergency situation requires you to keep it turned on, please discuss this with your instructor prior to class.

Group Work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your instructor may assign one or more group tasks/assignments/projects in this course.

Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Person with Disabilities

Students with disabilities requiring academic accommodations in this course are encouraged to contact a co-ordinator at the Paul Menton Centre for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with me at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please refer to http://www.carleton.ca PMC/ for all PMC information.

Religious Observance

Students requesting academic accommodation on the basis of religious observance should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory academic event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.
Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton’s Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

**Pregnancy**

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

**Academic Integrity**

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at [http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/](http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/).

**Important Dates and Deadlines – Winter 2016**

**Sessions:**
- Fall term: September 2, 2015 – December 7, 2015
- Winter term: January 6, 2016 – April 8, 2016
- Fall/winter: September 2, 2015 – April 8, 2016

**January 4**
University reopens

**January 6**
Winter-term classes begin.

**January 19**
Last day for registration for winter term courses.
Last day to change courses or sections (including auditing) for winter term courses.
Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.
January 31
Last day for a fee adjustment when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).

February 12
April examination schedule available online.

February 12-20
Fall-term deferred examinations will be held.

February 15
Statutory holiday, University closed.

February 15-19
Winter Break. Classes are suspended.

March 1
Last day for UHIP refund applications for International Students who will be graduating this academic year.

Last day for receipt of applications from potential spring (June) graduates.

March 6
Last day to submit Formal Examination Accommodation Forms to the Paul Menton Centre for Students with Disabilities for April examinations.

March 24
Last day to pay any remaining balance on your Student Account to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2016 course selection.

Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

March 25
Statutory holiday, University closed.

April 1, 2016
Last day for receipt of applications for admission to an undergraduate program for the fall/winter session, from candidates whose documents originate outside Canada or the United States, except for applications due February 1 or March 1.

April 8
Winter term ends.
Last day of fall/winter and winter-term classes.
Last day for academic withdrawal from fall/winter and winter term courses.
Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

**April 9-10**
No classes or examinations take place

**April 11-23**
Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.

**April 15, 2016**
Winter Co-op Work Term Reports are due.

**April 23, 2016**
All take home examinations are due on this day.