



## ITIS 5401A: Managing Information Systems in Organizations

FALL 2025

<b>Instructor</b>	Noeline Paul, J.D.
<b>Email Address</b>	NoelinePaul@cunet.carleton.ca
<b>Class Times</b>	Tuesdays, 8:30-11:30am, September 2 – October 7
<b>Modality</b>	In-person
<b>Office Hours</b>	By appointment
<b>Office Location</b>	N/A
<b>TA Name/Email</b>	TBA

### Pre-Requisites & Preclusions:

Prerequisites: Graduate Standing

Preclusions: None

### Course Description/Instructor's Statement

#### Carleton Calendar Description

Key issues in managing of information systems in organizations. Business and information technology challenges faced by managers and how decisions are made about acquiring, deploying, and using information technologies to achieve business objectives.

#### Instructor's Description:

Digital information technology (DIT) 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. Investments in DIT and the related services consume a substantial portion of the investment budget of organizations and, therefore, require focused attention from both business and DIT managers. The main challenge facing organizational executives is how best to allocate scarce investment resources among the many options for such investments, including DIT, while assuring that the value sought from the spending is 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 DIT-based services that are robust, high quality, efficient, effective, and valuable.

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

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business objectives. A central focus of the course is how organizations derive superior business value from their investments in IT systems and services.

Course Learning Objectives:

1. Identify and describe key issues facing leaders in making decisions about DIT service delivery in organizations.
2. Explain the business imperatives for making investments in DIT systems and services.
3. Describe and appraise DIT service governance approaches and arrangements.
4. Evaluate key issues in managing DIT service performance and risk.
5. Illustrate and apply frameworks for explaining value realization from investments in DIT services and systems.
6. Effectively articulate the critical roles of strategic business and digital leadership in creating the context for value creation and delivery.

<b>Required/Optional Materials &amp; Prices</b>
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Required Materials:

- Grant, G., & Collins, R. (2016). *The value imperative: Harvesting value from IT initiatives*. New York: Palgrave MacMillan (ISBN: 978-1-137-59039-8). PRICE \$70.00 (approximately, from Amazon)
- Austin, R.D., Nolan, R.L., & O'Donnell, S. (2016). *The adventures of an IT leader*. Boston, MA: Harvard Business Press (ISBN: 978-1-633-69167-4). PRICE \$45.00 (approximately, from Amazon)

Optional Materials:

- Broadbent, M., & Kitzis, E. S. (2005). *The new CIO leader: Setting the agenda and delivering results*. Boston, MA: HBS Press. PRICE \$60.00 (approximately, from Amazon)
- Pearson, K. E., Saunders, C. S., & Galletta, D.F. (2019). *Managing and using information systems: A strategic approach* (7th ed.). Hoboken, NJ: John Wiley and Sons. PRICE \$190.00 (approximately, from Amazon)

Textbook(s) can also be purchased from the campus bookstore in Nideyinnàn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>.

Additional readings will be drawn from a variety of sources and will be available online.

<b>Grading Scheme</b>
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Group Presentation & Write-Up	30
Article Presentation & Write-Up	20
Reflections (2)	10
Contribution to Class Discussion	10
Final Exam	30
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TOTAL	100%

### Important Dates to Note

Group Presentation & Write-Up	On assigned date, during September 9 to October 7, 2025
Article Presentation & Write-Up	On assigned date, during September 9 to October 7, 2025
Reflections (2)	September 7 and October 7, 2025
Contribution to Class Discussion	Ongoing
Final Exam	October 14, 2025

All written assignments should be uploaded into Brightspace by 11:59pm on their due dates.

**Final Exam Date: October 14, 2025**

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

### Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



**Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!**

### Additional Information on Deliverables and Grading

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

- **Group Presentation and Write-Up (20% for Presentation, 10% for Write-Up):**

This group assignment is based on the textbook, Austin, R.D., Nolan, R.L., & O'Donnell, S. (2016). *The adventures of an IT leader*. As part of the learning experience in this course, we will follow the journey of Jim Barton, the new CIO at IVK Corporation, as he gains understanding of his new role and manages the challenges of his corporation in delivering value from IT investments.

Groups will be assigned specific sections or chapters of the Austin et al. (2016) textbook for their group work. They will be required to analyze and present the relevant issues being faced by Jim Barton and his team as described in the chapters assigned for that week. The presenting group will synthesize the chapter(s) 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 also complete a summarized write-up of the case. The summary write-up should be approximately five (5) pages, plus one (1) additional page that discusses insights/lessons from the issues raised by

the case and their implications for practicing managers in today's organizations.

In doing the presentation, the team is expected to use a variety of strategies that will encourage class participation (example: debates, dramatization, video, etc.). Credit will be given for creativity in presenting the case. Please review the Generic Guidelines for Case Discussion Leadership and Case Presentation Evaluation documents, available on Brightspace, to see how the presentation will be assessed.

- **Article Presentation and Write-Up (10% Presentation; 10% Summary Write-up):**

This assignment consists of two parts: (1) a presentation and facilitated discussion of assigned reading(s); and (2) a written synopsis of the assigned reading(s).

Students will be assigned specific reading materials and will be required to present a synopsis of the materials. It is expected that the synopsis reflects a thorough analysis of the relevant issues raised in the materials. The student is also required to pose three (3) questions to the class that are designed to provoke reflection and discussion. The student will facilitate class discussion of the assigned reading(s), including these questions. The presenting student will also complete a summarized write-up of the assigned materials. The summary write-up should be approximately two (2) pages and will be shared with the class for the purposes of another assignment (see details for Reflection #2 assignment). Both the class presentation and write-up should discuss insights/lessons from the issues raised by the materials and their implications for practicing managers in today's organizations.

- **Reflections (2 @ 5% each):**

Reflection #1: You are required to provide a reflection paper, approximately two (2) pages (single-spaced) in length, after having completed the readings for the first week. In this reflection paper, you must at minimum respond to the questions noted for the assignment that will be listed in Brightspace.

Reflection #2: You are required to provide a final reflection paper, approximately three (3) pages (single-spaced) in length, that describes insights that you have developed in this course and draws upon the reading materials. As part of this reflection piece, you must refer to at least three (3) synopsis write-ups provided by your classmates and provide responses to the reflection questions noted there (see details for Article Presentation and Write-Up). You must clearly reference those synopses in your paper. You are also expected to reference relevant parts of the mandatory readings.

- **Contribution to Class Discussion:**

Attendance and active participation in class discussion are important components of this course. Students are expected to come to class having read the materials for the week and be prepared to engage in thoughtful and respectful discussion with the other course participants. Marks will be awarded based on the quality and extent of the student's contribution to class discussion.

- **Final Exam:**

The final exam will be paper-based and require hand-written responses. It will be based on all 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.

#### **Late Assignments:**

To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (2) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 73% if submitted the following day, and so on. Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances.

#### **Preparation and Participation:**

This is an in-person course and regular attendance in class is expected. Students are expected to come to class having read the materials for the week and be prepared for class discussion. Students are also expected to be prepared for their respective presentations on the assigned dates.

#### **Contribution to Program Learning Goals ([MBA](#)):**

<b>MBA Learning Goal</b>	<b>Not Covered</b>	<b>Introduced</b>	<b>Taught but Not Assessed</b>	<b>Taught <u>and</u> Assessed</b>
<b>MB1 Leadership and Collaboration</b> <i>Graduates will be equipped for leadership and collaboration.</i>				✓
<b>MB2 Communication</b> <i>Graduates will be effective communicators</i>				✓
<b>MB3 Critical Thinking and Problem Solving</b> <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
<b>MB4 Functional Knowledge</b> <i>Graduates will have functional knowledge of all areas of business.</i>		✓		
<b>MB5 Global Business</b> <i>Graduates will have an appreciation of the global environment of business.</i>		✓		

<b>MB6 Ethical Reasoning</b> <i>Graduates will be skilled in ethical reasoning and decision-making.</i>			✓	
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### COURSE SCHEDULE

This schedule may change at the discretion of the instructor. Additional readings will be listed in Brightspace.

Week	Date	Topic/Agenda	Pre-class Preparation
1	September 2	<ul style="list-style-type: none"> <li>Course Introduction</li> <li>Business and IT challenges for today's organizations</li> </ul>	<ul style="list-style-type: none"> <li>Austin et al. (2016), Chapters 1 – 3</li> <li>Grant &amp; Collins (2016), Chapter 1</li> </ul> <b>Reflection #1 due Sunday September 7</b>
2	September 9	<ul style="list-style-type: none"> <li>IT Leadership and the cost and value of IT investments</li> </ul>	<ul style="list-style-type: none"> <li>Austin et al. (2016), Chapters 3 – 5</li> <li>Grant &amp; Collins (2016), Chapters 2 – 4</li> </ul> <b>Group Presentations &amp; Write-Ups</b> <b>Article Presentations &amp; Write-Ups</b>
3	September 16	<ul style="list-style-type: none"> <li>Harvesting Value from IT investments</li> </ul>	<ul style="list-style-type: none"> <li>Austin et al. (2016), Chapters 6 – 7 and 10 – 11</li> <li>Grant &amp; Collins (2016), Chapter 5</li> </ul> <b>Group Presentations &amp; Write-Ups</b> <b>Article Presentations &amp; Write-Ups</b>
4	September 23	<ul style="list-style-type: none"> <li>Governing DIT services</li> </ul>	<ul style="list-style-type: none"> <li>Austin et al. (2016), Chapters 8 – 9 and 12</li> <li>Grant &amp; Collins (2016), Chapters 6 and 8</li> </ul> <b>Group Presentations &amp; Write-Ups</b> <b>Article Presentations &amp; Write-Ups</b>
5	September 30	<ul style="list-style-type: none"> <li>Building and managing the digital platform</li> </ul>	<ul style="list-style-type: none"> <li>Austin et al. (2016), Chapters 13 – 17</li> <li>Grant &amp; Collins (2016), Chapters 7 and 9</li> </ul> <b>Group Presentations &amp; Write-Ups</b> <b>Article Presentations &amp; Write-Ups</b>
6	October 7	<ul style="list-style-type: none"> <li>Managing IT Service Performance and Risk</li> </ul>	<ul style="list-style-type: none"> <li>Austin et al. (2016), Chapters 18 – 19</li> <li>Grant &amp; Collins (2016), Chapter 10</li> </ul> <b>Group Presentations &amp; Write-Ups</b> <b>Article Presentations &amp; Write-Ups</b> <b>Reflection #2 due October 7</b>

## ADDITIONAL INFORMATION

### Course Sharing Websites:

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).

### Recommended Calculator for Examinations:

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

### Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

### Letter Grades:

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course  
DEF = Deferred

### Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<https://calendar.carleton.ca/grad/gradregulations/>

### Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website ([students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)).

You may need special arrangements to meet your academic obligations during the term. For an

accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

### **Academic Integrity:**

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—are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission



to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, 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: <https://carleton.ca/registrar/academic-integrity/>

### **Centre for Student Academic Support:**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

### **Other Important Information:**

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton cmail account. If you do not have or have yet to activate this account, you can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>