



ITIS 5401P: Managing Information Systems in Organizations

Winter 2026

Instructor	Noeline Paul, J.D.
Email Address	NoelinePaul@cunet.carleton.ca
Class Times	Friday March 27, 8:35-5:25pm and Saturday March 28, 2026, 8:35-5:25pm (with pre-class preparation and final paper submitted via Brightspace)
Modality	In-person
Office Hours	By appointment
Office Location	N/A
TA Name/Email	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 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. 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.

Required/Optional Materials & Prices

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)*
- Pearlson, 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 Nideyinn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>. Second-hand or online copies are permitted. Materials may also be available through the library resources (please check Brightspace for relevant information and/or links).

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

Grading Scheme

Group Presentation & Written Analysis	20
Reflections	20
Final Paper	50
Contribution to Class Discussion	10
TOTAL	100%

Important Dates to Note

Group Presentation	March 27 & 28, 2026
Group Written Analysis	March 29, 2026
Reflections	March 31, 2026
Final Paper	April 12, 2026
Contribution to Class Discussion	Ongoing

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.

1. Group Assignment - Analysis of the IVK Corporation Case – 20% (10% for Group Presentation and 10% for Group Written Analysis)

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. Further details of the group composition and group presentation schedule will be made available in Brightspace. The two parts of this group work are described below.

Please note that both the Group Presentation and the Group Written Analysis are expected to be a collaborative effort by all members of the assigned group. Therefore, if a member of the

group does not present during the allocated time for the Group Presentation or contribute to the Group Written Analysis, that member may receive a mark of zero (0) percent for the respective assignment while the remaining group members will still be given a group mark based on their group work. Given the structure of this course, make-up assignments are not possible.

Group Presentation

Each group will be required to analyze and present in class 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.

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. The schedule of presentations will also be available in Brightspace.

Group Written Analysis

The presenting team will also complete a summarized write-up of the case. This summary write-up should be approximately five (5) pages double-spaced plus one (1) additional page (double-spaced) that discusses insights/lessons from the issues raised by the case and their implications for practicing managers in today's organizations.

The Group Written Analysis document should be submitted by 11:59 p.m. (23:59) on Sunday March 29, 2026, through Brightspace.

2. Individual Reflections – 20% (2 @ 10% each)

These reflections are individual assignments. Each reflection assignment should be written in essay style and should contain elements such as an introduction, a description of the organization and setting, and a conclusion. The information provided in the reflection should also clearly cover the questions posed in the instructions.

Reflection #1

Please provide a reflection essay that responds to the following question:

- What are some current major business and technological challenges facing your organization, or an organization with which you are familiar?

This reflection should be double-spaced, with a minimum of 250 words and a maximum of 500 words. This assignment should be submitted by 11:59 p.m. (23:59) on Tuesday March 31, 2026, through Brightspace.

Reflection #2

Building upon your response in Reflection #1, please provide a reflection essay that responds to the following question:

- What are some strategies that your chosen organization should or can apply to address the challenges that you have previously identified (in Reflection #1)?

This paper should be double-spaced, with a minimum of 250 words and a maximum of 500 words. This assignment should be submitted by 11:59 p.m. (23:59) on Tuesday March 31, 2026, through Brightspace.

3. Final Paper – 50%

This is an individual assignment. Students are expected to complete a final paper that reflects an analysis of their organization or an organization with which they are familiar. For the purposes of engaging in this analysis, students can consult resources available to them, such as discussions with managerial staff (such as an IT manager, CIO, or business manager with responsibility for making decisions about IT investments). All resources, including documents from websites and discussion with staff, should be properly referenced.

Using the model of the value realization cycle (VRC) in Chapter 5 of Grant and Collins (2016) the analysis should cover the following questions:

- (1) What is the organization's main strategic goal?
- (2) What is the organization's investment in DIT and what value is being sought from such investment?
- (3) How does the investment made in DIT fit with the overall organizational strategy?
- (4) What DIT asset was created by the investment and what processes were used to acquire the asset? If the DIT has not yet been created, what asset(s) will be created, and which processes will be used to acquire the asset(s)?
- (5) How was the asset applied in the organization and what impact has it had on business operations? If the DIT has not yet been created, how will the asset be applied in the organization and what impact will it have on business operations?
- (6) Was the intended outcome achieved? If so, how? If not, what are the expectations for achieving the outcomes sought?

These questions should not simply be answered separately. Instead, the paper should be written in an essay or research paper style and should contain elements such as an introduction, a description of the organization and setting, the strategic issue(s) faced by the organization, and a conclusion. The information provided in the paper should also clearly cover the questions posed along with other relevant information needed for background, context, and analysis. Additionally, you should include a discussion of your personal point of view and **two (2) lessons or recommendations**, based on what you have learned in class (through the cases and readings), that you would like to pass on to the chosen organization.

This paper should be 10 to 15 pages (double-spaced) in length, not including cover page, references, and appendices. The document should be submitted by 11:59 p.m. (23:59) on Sunday April 12, 2026, to Brightspace.

4. Contribution to Class Discussion – 10%

Attendance and active participation in class discussion are important components of this course.

Students are expected to come to class having read the materials 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.

Late Assignments:

By virtue of being in the Professional MBA course, students are expected to behave professionally, including meeting deadlines; however, we understand that in some cases, despite a student’s best efforts and for good reason, deadlines may be missed (e.g., illness, family emergency, etc.). As such, a 24-hour grace period will be permitted on all posted deadlines for written submissions, no questions asked (note: feedback may be delayed). Submissions beyond the grace period will incur increasing penalties of 10 percentage points per day. For example, if a student scored 45/50 on an assignment (i.e. 90%) and was 2.5 days late, they will be awarded 35/50 (i.e. 70%). Submissions more than 5 days late will not be accepted and a grade of 0 will be issued.

Requests for extension will be considered in cases of illness, family emergency, or other exceptional circumstances, provided the requests are submitted to the instructor by email at the email address listed in this course outline, prior to the posted deadline.

To avoid penalties when unforeseen circumstances arise, students are encouraged to work ahead when possible.

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 and/or reviewed the materials and be prepared for class discussion. Students are also expected to be prepared for their respective presentations at the assigned times.

Use of Generative Artificial Intelligence

This is an AI-forward course. Students may use generative-AI tools (e.g., ChatGPT, Claude, Copilot) as thought partners and assistants to enhance the quality of their work. However, these tools should be used responsibly. When AI is used, be transparent about how you used it and apply critical judgment to verify its accuracy and relevance. That is, verify outputs, apply your own judgment, and cite AI use. The goal is not to outwit AI but to elevate your learning through it. You can access resources related to citing Generative AI on the [MacOdrum Library website](#). Additional resources are also available on Carleton’s [Artificial Intelligence Hub](#).

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

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓

MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>		✓		
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>			✓	
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>			✓	

COURSE SCHEDULE

Date	Session	Topic/Agenda	Pre-class Prep
Friday March 27	1	<ul style="list-style-type: none"> Business and IT challenges for today's organizations Group 1 Presentation 	<ul style="list-style-type: none"> Austin et al. (2016), Chapters 1 – 2 Grant & Collins (2016), Chapter 1
	2	<ul style="list-style-type: none"> IT Leadership and the cost and value of IT investments Group 2 Presentation 	<ul style="list-style-type: none"> Austin et al. (2016), Chapters 3 – 5 Grant & Collins (2016), Chapters 2 – 3
	3	<ul style="list-style-type: none"> Harvesting Value from IT investments Group 3 Presentation 	<ul style="list-style-type: none"> Austin et al. (2016), Chapters 6 – 7 and 10 – 11 Grant & Collins (2016), Chapters 4 – 5
Saturday March 28	4	<ul style="list-style-type: none"> Governing DIT services Group 4 Presentation 	<ul style="list-style-type: none"> Austin et al. (2016), Chapters 8 – 9 and 12 Grant & Collins (2016), Chapters 6 and 8
	5	<ul style="list-style-type: none"> Building and managing the digital platform 	<ul style="list-style-type: none"> Austin et al. (2016), Chapters 13 – 16 Grant & Collins (2016), Chapters 7 and

		<ul style="list-style-type: none"> Group 5 Presentation 	9
	6	<ul style="list-style-type: none"> Managing IT Service Performance and Risk Group 6 Presentation 	<ul style="list-style-type: none"> Austin et al. (2016), Chapters 18 – 19 Grant & Collins (2016), Chapter 10
Sunday March 29	No class	<ul style="list-style-type: none"> Group Written Analysis due 	
Tuesday March 31	No class	<ul style="list-style-type: none"> Reflections due 	
Sunday April 12	No class	<ul style="list-style-type: none"> Final Paper due 	

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).

Group Work:

The Spratt 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).

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: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

- **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: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

- **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 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: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

- **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 email 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/>