

ITIS 5405 – AI for Managers

Course Syllabus

Course Title: AI for Managers

Course Credit Weight: 0.25 credits

Prerequisites: None

Course Instructor:

Course Details

Course Description

Critical factors to successfully enable and leverage AI within organizations. Introduction to AI concepts, AI strategy, economics of AI, organizational AI Readiness, legal and regulatory issues in managing AI, AI risk management, responsible AI adoption and integration.

Course Rationale

As artificial intelligence becomes increasingly central to organizational decision-making and transformation, managers need more than technical awareness—they need the ability to assess opportunities, recognize risks, and lead adoption responsibly. This course introduces core concepts in AI and generative AI, explores their applications in managerial work and organizational functions, and examines the strategic, economic, organizational, governance, and leadership issues they raise. Designed for MBA students, the course emphasizes practical managerial judgment over technical model development and considers emerging developments, including agentic AI, and the related implications for the future of organizations and managerial work.

Course Learning Objectives

By the end of the course, students should be able to:

1. Explain key concepts in AI and generative AI for managerial audiences.
2. Evaluate how generative AI can be applied effectively in managerial work and organizational functions.
3. Assess the strategic, economic, and workforce implications of AI adoption.
4. Analyze organizational readiness for AI adoption, scaling, and transformation.

5. Identify major governance, risk, ethical, legal, and regulatory issues in organizational AI use.
6. Recommend responsible approaches to AI adoption and integration.
7. Discuss emerging AI developments and their implications for organizations and managers.

Contribution to Program Learning Goals

MBA Learning Goal	Not Covered	Introduced	Taught but not Assessed	Taught and Assessed
MB1 Leadership and Collaboration		X		
MB2 Communication	X			
MB3 Critical Thinking and Problem Solving	X			
MB4 Functional Knowledge				X
MB5 Global Awareness	X			
MB6 Ethics and Responsible Management			X	

Learning Materials & Tools

Textbook

HBR Guide to AI Basics for Managers. (2023). Harvard Business Review: <https://store.hbr.org/product/hbr-guide-to-ai-basics-for-managers/10586>

Course Reserves

All readings are available via the Course Reserves (Ares).

Other Resources

- Videos available through publicly accessible services (e.g., YouTube).
- Tutorials and learning materials provided by major generative AI vendors (e.g., Google, OpenAI).
- Readings, industry reports, and other materials published by leading consulting firms (e.g., McKinsey).
- Harvard business review articles or cases.

Educational Technology

This course includes hands-on activities that demonstrate the applications of Generative AI. To access the full functionality of some tools and participate fully in certain activities, students may

need to subscribe to a Generative AI service (i.e., Google Gemini). Any costs associated with these subscriptions are the responsibility of the student.

Course Map

Assessment Plan

Assessment	Course Learning Outcomes Assessed	Percent of Total Grade
Weekly application activities, reflections, discussions		20%
Individual assignment 1		40%
Individual assignment 2		40%
TOTAL		100%

Grading Scheme

The [Carleton University grading system](#) will be used to determine your final course grade. Letter grades correspond to the following percentages:

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

Final grades in this course are determined by the course instructor and must be approved by the Dean. Grades submitted by the instructor are subject to revision and should not be considered final until they have been approved by the Dean.

Course Policies

Academic Regulations

University rules regarding registration, withdrawal, appealing marks, and related matters can be found at: <https://calendar.carleton.ca/grad/gradregulations>

Requests for Academic Accommodation

Academic accommodation refers to educational practices, systems, and support mechanisms that accommodate diversity and difference and allow students to perform the essential requirements of their academic programs. Carleton University is committed to academic accessibility for all. The processes for submitting requests are as follows:

Pregnancy

Please contact your teaching team 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, please visit the *Student guide to academic accommodation*: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>.

Religious Observations

Please contact your teaching team 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, please visit the *Student guide to academic accommodation*: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>.

Students with Disabilities

If you have a documented disability that requires academic accommodation 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 due date of the first assignment or exam for

which you require accommodation. After requesting accommodation from PMC, be sure to communicate with your instructor to ensure that the necessary accommodation arrangements are in place. <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/>.

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

Late Policy

By virtue of being in the Online MBA program, 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, no questions asked (note: feedback may be delayed). ***Submissions beyond the grace period will incur increasing penalties of 10 percentage points per day.*** Submissions more than 5 days late will not be accepted and a grade of 0 will be issued.

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%).

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

Academic Integrity

Carleton University's Academic Integrity Policy defines plagiarism as "presenting, whether intentionally or not, the ideas, expression of ideas or work of others as one's own." This includes reproducing or paraphrasing portions of someone else's published or unpublished material, regardless of the source, and presenting these as one's own without proper citation or reference to the original source.

Examples of plagiarism include, but are not limited to:

- Any submission prepared in whole or in part by someone else;
- Using ideas or direct, verbatim quotations, paraphrased material, algorithms, formulae, scientific or mathematical concepts, or ideas without appropriate acknowledgement;

- Using another person's data or research findings without appropriate acknowledgement, and;
- Failing to acknowledge sources through the use of proper citations when using another person's work and/or failing to use quotation marks.

Violations of academic integrity also include:

- Using unauthorized material when completing an assignment or exam;
- Fabricating or misrepresenting research data;
- Unauthorized co-operation or collaboration, and;
- Completing work for another student.

Academic integrity violations constitute a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include: a failing grade for the submitted work and/or course; academic probation; suspension from full-time studies; suspension from all studies at Carleton, and; expulsion from Carleton.

Students should 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>.

Use of Generative Artificial Intelligence

This is an AI-forward course. Students are expected to use generative-AI tools (e.g., ChatGPT, Claude, Copilot) as thought partners and assistants to enhance the quality of their work. Assignments will be graded assuming students had full access to AI support. Use these tools responsibly. That is, verify outputs, apply your own judgment, and cite AI use when relevant. 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](#).

Copyright

Materials used in this course—including lectures, PowerPoint presentations, discussions, learning activities, posted notes, case studies, assignments, and exams—are copyright protected and remain the intellectual property of their respective author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s). Students registered in this course may take notes and make copies of course materials for their own educational use only. Students may not reproduce or distribute lecture notes and course materials publicly for commercial or non-commercial purposes without express written consent from the copyright holder(s).

Equity, Diversity, Inclusion and Decolonization

All members of the Carleton University community share responsibility for ensuring that the University's educational, work and living environments are free from discrimination and harassment. Should you have concerns about harassment or discrimination relating to your age, ancestry, citizenship, colour, creed (religion), disability, ethnic origin, family status, gender expression, gender identity, marital status, place of origin, race, sex (including pregnancy), or sexual orientation, please visit the Department of Equity and Inclusive Communities website at: <https://carleton.ca/equity/>.

Privacy Statements

This course makes use of third-party technology. Note that the following technologies take students out of Brightspace and onto the sites of such parties. Please familiarize yourself with the privacy statements of all educational technology used in this course:

Zoom: [Zoom privacy statement](#)

Expectations

Communication

Course forums and email are the primary means of communicating with the teaching team. Questions posted to the Course Q & A forum will be prioritized over emails to the teaching team, so that everyone may benefit from the answer(s) provided. The teaching team should be contacted only regarding personal circumstances that would not be appropriate to share on the course forums.

To respond to your emails, the teaching team and administrators need to see your full name and Carleton University ID. For this reason, it is important to send all messages 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/>.

Teaching Team Response Times

Every effort will be made to grade assignments within a week. Every effort will be made to reply to your question(s) within 24 hours, Monday through Friday, unless otherwise posted. Response times may be longer on weekends.

Netiquette

Please use the following rules of netiquette as you post to online discussions and send messages to your teaching team and fellow students in the course:

- **Use professional language.** Be positive and constructive in your feedback. Be polite by including please and thank you. Use inclusive language and terminology.
- **Try not to use all caps.** ALL CAPS comes across as shouting to the reader. Use **bold** formatting to emphasize words instead.
- Use **proper language and titles**, no slang or profanity. Even if a word is one you consider to be "not so bad," it could be offensive to others.
- **Review posts and messages before saving.** Check for grammar and spelling errors and restate your message when necessary.
- **Ask for clarification.** If you do not understand an assignment or feedback, please ask for clarification. We will do our best to word posts/messages as clearly as possible, but in an online environment, it can be difficult to "see" if messages are being understood.

Group Work

Group work offers opportunities to develop interpersonal, collaboration, communication, leadership, and other skills. It is also an effective way to learn integrative skills to address complex tasks. While embarking on a group project, it is your responsibility to ensure that the assigned tasks contribute to the group assignment and not an individual one.

Peer Evaluation for Group Work

To ensure fairness in grading, you will be asked to assess the contribution of other group members. This information will be factored into individual scores on group work.

Resources

Student Academic Support

The Centre for Student Academic Support (CSAS) is a collection of support services designed to help students achieve their goals and improve their learning. CSAS can help you with academic reading, academic writing, critical thinking, time management, and more. For complete information on their workshops and other services, please visit: <https://carleton.ca/csas/>.