



**ITIS 5401A**  
***Fundamentals of IT Service Management***  
**Fall 2014**

**Instructor: Professor Gerald Grant**

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Office Hours: Monday 14:30 p.m. – 16:30 a.m. or make an appointment by email or telephone

**Schedule: Mondays 08:35- 11:25 p.m. (Sept 04 – October 06, 2014)**

**Location: DT 701**

**INTRODUCTION**

Almost all organizations around the world now depend on IT services to achieve their business objectives. 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. IT Service management (ITSM) provides a disciplined approach to initiating, designing, organizing, provisioning, supporting, and improving IT services to organizations. It focuses on both the efficient and effective delivery of valuable IT services in a consistent and reliable, and high quality manner.

**COURSE DESCRIPTION:**

This course surveys current trends and management issues relating to IT service management in organizations. It provides an overview of ITSM concepts and covers topics relating to ITSM best practices contained in frameworks such as ITIL and CoBIT and standards such as ISO 20000.

**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 management in organizations.

- ◆ The business imperatives for making investments in IT systems and services.
- ◆ IT service governance and structure.
- ◆ Key issues in managing IT service performance and risk
- ◆ The functions and processes of ITSM.
- ◆ The standards and frameworks relating to ITSM.
- ◆ The value of investing in ITSM for organizations.

**Prerequisites:**

Graduate Standing: [ITIS 5401](#).

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

**Drop Course Policy**

You may drop this course up until the END of the second week of classes. Students that drop a class in the third week will receive a WDN but will automatically have the grade changed to ABS. A grade of ABS is considered a failing grade. Students with relevant medical issues and supporting documentation may petition the School to have the ABS grade changed back to WDN.

**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:

Group Case Presentation and Write-up	20%
Individual Assignments	30%
Final Exam	40%
Class participation	<u>10%</u>
<b>Total</b>	<b>100%</b>

**Deferred Final Examination:**

Students unable to write a final examination because of illness or other circumstances beyond their control must contact the instructor and the MBA office 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**

**Textbook:** Robert D. Austin, Richard L. Nolan, Shannon O'Donnell (2009), *The Adventures of An IT Leader*, Boston, MA: Harvard Business Press. (ISBN: 9781422146606).

### **Other required reading:**

- ◆ Galup, S., Dattero, R., Quan, J., Conger, S. (2009) An overview of IT service management, *Communications of the ACM*, Vol. 52, No. 5, pp. 124-127.
- ◆ An Introductory Overview of ITIL V3. (access from CuLearn)

### **Additional References:**

- ◆ Broadbent, M. and Kitzis, E. S. (2005) *The New CIO Leader: Setting the Agenda and Delivering Results*, Boston: HBS Press (available at leading bookstores)
- ◆ Pearlson, K. E. and Saunders, C. S. (2010) *Managing and Using Information Systems: A Strategic Approach*, Hoboken, NJ, John Wiley and Sons.
- ◆ McNurlin, B. C., Sprague, R. H. and Bui, T. (2009) *Information Systems Management in Practice*, 8<sup>th</sup> Edition, Upper Saddle River, NJ: Pearson- Prentice Hall.

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

### **Online resources:**

IT Service Management Forum International (ITSMFi) <http://www.itsmfi.org/>

ITSMF Canada <http://www.itsmf.ca/>, ITGI [www.itgi.org](http://www.itgi.org), The Open Group [www.theopengroup.org](http://www.theopengroup.org)

APM Digest <http://apmdigest.com/>

Online Magazines:

[CIO](#), [CIO Insight](#), [Datamation](#), [Baseline](#), [Wired](#), [Fortune](#), [Information Week](#), [Business Week](#), [Forbes](#), [Techrepublic](#), etc.

## **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.

### **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.** 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 take place October 20<sup>th</sup> 08:35 -11:25 in DT328

### **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

<b>Deliverable</b>	<b>Submit to</b>	<b>Due Date</b>	<b>% of Grade</b>
Four (4) Individual Assignments	Culearn	By 08:00 a.m. on date case is assigned (see schedule)	30
Group Case Presentation (as assigned)	Culearn	By 08:00 a.m. on date case is assigned (see schedule)	20
Final Exam	Professor	(see schedule)	40

## Assignment Submission

All written assignments including the group project should be submitted to the Professor by **08:00 a.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 Fall 2014**  
**Tentative Class Schedule**

Dates	Topic	Cases/Textbook	Additional Readings ( Library Online Resources)	Practitioner's Perspective **
Sept 04	Introduction and Class Organization Services and Organizations	IVK-1: The new CIO IVK-2: CIO challenges	Kappelman, L., McLean, E., Luftman, J., and Johnson, V. (2013) Key Issues of IT Organizations and their Leadership: The 2013 SIM IT Trends Study, <i>MIS Quarterly Executive</i> , 12 (4), 227-240	Gartner CIO Agenda and Insights 2013 <a href="http://www.gartner.com/imagesrv/cio/pdf/cio_agenda_insights2013.pdf">http://www.gartner.com/imagesrv/cio/pdf/cio_agenda_insights2013.pdf</a>  Transforming Healthcare delivery – Cleveland Clinic <a href="http://www.youtube.com/watch?feature=player_embedded&amp;v=4YgwVqzSzQk">http://www.youtube.com/watch?feature=player_embedded&amp;v=4YgwVqzSzQk</a>
Sept 08	Leading and Managing IT Services.	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, <i>MIS Quarterly Executive</i> , 12:2, June, 65-75.  KPMG (2010) From cost to Value: 2010 Global Survey on the CIO Agenda <a href="http://www.kpmg.com/NL/nl/IssuesAndInsights/ArticlesPublications/Documents/PDF/IT%20Performance/From_cost_to_value.pdf">http://www.kpmg.com/NL/nl/IssuesAndInsights/ArticlesPublications/Documents/PDF/IT%20Performance/From_cost_to_value.pdf</a>  Grant, G. G. (2010) Editorial: Reconceptualizing the concept of business and IT alignment: from engineering to agriculture, <i>European Journal of Information Systems</i> , 19, pp. 619-624.	<b><u>Guest Speaker:</u></b>  <a href="#">CIO Insight – Seven Roles of Highly Effective CIOs</a>  Top Leadership Qualities of CIOs <a href="http://video.techrepublic.com.com/2422-14074_11-214893.html">http://video.techrepublic.com.com/2422-14074_11-214893.html</a> Five Habits of Wildly Unsuccessful CIOs <a href="http://video.techrepublic.com.com/2422-14074_11-200130.html">http://video.techrepublic.com.com/2422-14074_11-200130.html</a>  The New Voice of the CIO: Insights from Global Chief Information Officer Study. IBM, 2009.
Sept 15	Building and Governing the IT Service Organization	IVK-6: Project Management IVK-7: The Runaway Project IVK-8: IT Priorities IVK-9: IT and the board of directors	Sauer, C. and Horner Reich, B. (2009) Rethinking Project Management: Evidence of a New Mindset and its Implications, <i>International Journal of Project Management</i> , 27, 182-193.  Fernandez, D. J. and Fernandez, J. D. (2008) Agile Project Management: Agilism vs Traditional Approaches, <i>Journal of Computer Information Systems</i> , Winter, 10-17.  Andriole, S. (2009) Boards of Directors and Technology Governance: The Surprising State of Practice, <i>Communications of the AIS</i> , 24(22). (Access online or through CuLearn)	ISACA, <a href="#">An Executive View of IT Governance</a>  Julie Short, <a href="#">Why IT Governance should fall to the board</a> Silicon.com 16 June 2010  IBM – Redesigning the IT Organization – 2014- <a href="http://public.dhe.ibm.com/common/ssi/ecm/en/gbe03551usen/GBE03551USEN.PDF">http://public.dhe.ibm.com/common/ssi/ecm/en/gbe03551usen/GBE03551USEN.PDF</a>

Dates	Topic	Cases/Textbook	Additional Readings ( Library Online Resources)	Practitioner's Perspective **
Sept 22	Managing IT Service Performance and Risk	IVK-10: Crisis IVK-11: Damage IVK-12: Communication IVK-17: Managing risk	Savage, M. (2002) Business continuity planning, <i>Work Study</i> , 51(5), 254-262. Krull, J. and Rich, (2012) 10 Questions Audit Committees should Ask, <i>CPA Journal</i> , 68-71. Smith H. and McKeen, J. (2009) A Wholistic Approach to Managing IT-based Risk <a href="http://aisel.aisnet.org/cgi/viewcontent.cgi?article=3492&amp;context=cais">http://aisel.aisnet.org/cgi/viewcontent.cgi?article=3492&amp;context=cais</a>	<a href="#">Marriot Goes Underground with Disaster recovery and virtualization effort</a>
Sept 29	Managing Emerging Technology and Standards	IVK-13: Emerging technology IVK-16: Standardization and innovation	Andriole, Stephen J. (2012) "Seven Indisputable Technology Trends That Will Define 2015," <i>Communications of the Association for Information Systems</i> : Vol. 30, Article 4. Available at: <a href="http://aisel.aisnet.org/cais/vol30/iss1/4">http://aisel.aisnet.org/cais/vol30/iss1/4</a> <a href="http://aisel.aisnet.org/cgi/viewcontent.cgi?article=3646&amp;context=cais">http://aisel.aisnet.org/cgi/viewcontent.cgi?article=3646&amp;context=cais</a>  Armbrust, Fox, et al. (2010) A view of cloud computing, <i>Communications of the ACM</i> , 53(4) April, 50-58.  An Introductory Overview of ITIL V3. <a href="http://www.best-management-practice.com/gempdf/itSMF_An_Introductory_Overview_of_ITIL_V3.pdf">http://www.best-management-practice.com/gempdf/itSMF_An_Introductory_Overview_of_ITIL_V3.pdf</a>  Winniford, M., Conger, S., and Erikson-Harris, L. (2009) Confusion in the ranks: IT Service Management Practice and Terminology, <i>Information Systems Management</i> ; Spring2009, Vol. 26 Issue 2, p153-163.	ITIL a Simple Explanation <a href="http://www.youtube.com/watch?v=vBguassbAzo">http://www.youtube.com/watch?v=vBguassbAzo</a>  ITIL Overview <a href="http://www.youtube.com/watch?v=9LmIgLDTESo">http://www.youtube.com/watch?v=9LmIgLDTESo</a> (use a headphone for better audio).
Oct 06	Sourcing Services and Talent	IVK-14: Vendor partnering IVK-15: Managing talent IVK-18: Looking forward	Sako, M. (2010) Outsourcing vs Shared Sevices. <i>Communications of the ACM</i> , 53(7), 27-29. Lacity, M. and Reynolds, P. (2014) Cloud Services Practices for Small and Medium-Sized Enterprises, <i>MIS Quarterly Executive</i> , 13 (1), 31-44.	<a href="#">Skills Framework for the Information Age</a> <a href="http://www.sfia-online.org/">http://www.sfia-online.org/</a>  Ian MacDonald, A simple, low cost but innovative approach to end-to-end service reporting <a href="http://www.itsmfi.org/files/End%20to%20End%20Service%20reporting%20Case%20study%20EDIT.pdf">http://www.itsmfi.org/files/End%20to%20End%20Service%20reporting%20Case%20study%20EDIT.pdf</a>
Oct 20	Final Exam			

## **IMPORTANT ADDITIONAL INFORMATION**

### **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 Spratt 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/>.

## Important Dates

### Fall 2014

June 24	Carleton Central opens at 8:30 a.m. for registration for graduate students, <b>including Graduate Exchanges and Joint Programs</b> (see <a href="#">Timeticket schedule</a> ).
Sept. 1	Statutory holiday, University closed.
Sept. 3	MBA Networking Workshop followed by Wine and Cheese (evening).
Sept. 4	MBA F1 classes begin. <b>Follows Monday Schedule</b>
Sept. 5	Mandatory MBA Skills Workshops (Day 1).
Sept. 6	Mandatory MBA Skills Workshops (Day 2).
Oct. 13	Statutory holiday, University closed.
Oct. 17	MBA F1 classes end.
Oct. 20-24	MBA F1 Exam and final project week. No regularly scheduled MBA classes with the exception of INAF/PADM classes.
Oct. 27-31	Fall break, no classes.
Nov. 3	MBA F2 classes begin.
Dec. 11	MBA F2 and F1/F2 classes end.
Dec. 15-19	MBA F2 and F1/F2 Exam and final project week.
Dec. 25-Jan. 5	University closed.