



ITIS 5401A
Managing Information Systems in Organizations
Winter 2018

Instructor: Professor Gerald Grant

Office: 920 Dunton Tower

Telephone: 520-2600 Ext. 8006

Fax: 520-4427

E-mail: gerald.grant@carleton.ca

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

Schedule: Thursdays 11:35-2:25 p.m. (March 8 - April 19, 2018)

Location: DT 328

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.

2017/2018 GRADUATE 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.

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

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 from investments in IT services and systems.
- ◆ The critical roles of strategic business and IT leadership in creating the context for value creation and delivery.

Prerequisites:

Graduate Standing

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 be based around readings from the book “The Value Imperative: Harvesting Value from your IT Initiatives” and the case depicted in the book “The Adventures of an IT Leader”, lectures, and additional 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>
Total	100%

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

Required Reading: Grant, G. and Collins, R. (2016) *The Value Imperative: Harvesting Value from IT Initiatives*, New York, Palgrave MacMillan.

Case book: Robert D. Austin, Richard L. Nolan, Shannon O'Donnell (2016), *The Adventures of An IT Leader*, Boston, MA: Harvard Business Press. (ISBN: 978-1-633-69167-4).

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. and Galletta (2016) *Managing and Using Information Systems: A Strategic Approach – 6th Edition*, Hoboken, NJ, John Wiley and Sons.
- ◆ McNurlin, B. C., Sprague, R. H. and Bui, T. (2009) *Information Systems Management in Practice*, 8th 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:

Online Magazines:

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

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

ITSMF Canada <http://www.itsmf.ca/>, ISACA <https://www.isaca.org/pages/default.aspx> , The Open Group www.theopengroup.org

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

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, video, 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

Deliverable	Submit to	Due Date	% of Grade
Four (4) Individual Assignments	Culearn	By 10:00 a.m. on date case is assigned (see schedule)	30
Group Case Presentation (as assigned)	Culearn	By 10:00 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 **10:00 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 5401A Fundamentals of IT Service Management Winter 2018
Tentative Class Schedule

Dates	Topic/ Required Reading	Case	Additional Readings (Library Online Resources)	Practitioner's Perspective **
March 8	<p>Introduction and Class Organization Business and IT challenges for today's organizations</p> <p>Grant, G. and Collins, R. (2016) Chapter 1: Business and IT Challenges in Today's Organization, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i>, New York, Palgrave MacMillan.</p>	<p>Case:</p> <p>IVK-1: The new CIO IVK-2: CIO challenges</p>	<p>Kappelman, L., McLean, E., Johnson, V., Torres, R., Nguyen, Q., Maurer, C., and Snyder, M. (2018) The 2016 SIM IT Issues and Trends Study, <i>MIS Quarterly Executive</i>, 16 (1), 47-80.</p> <p>Gerth, A. B., and Peppard, J. (2014) How newly appointed CIOs take charge, <i>MIS Quarterly Executive</i>, 13(3), 159-173.</p>	<p>Gartner CIO Agenda and Insights 2018 http://www.gartner.com/imagesrv/cio/pdf/cio_agenda_insights_2018.pdf</p> <p>Jeanne Ross: Digital Disruption: Transforming your company for the Digital Economy https://www.youtube.com/watch?v=6Wq6xQxaLGE</p> <p>Transforming Healthcare delivery – Cleveland Clinic http://www.youtube.com/watch?feature=player_embedded&v=4YgwVqzSzQk</p>
March 15	<p>IT Leadership and the cost and value of IT investments</p> <p>Grant, G. and Collins, R. (2016) Chapter 2: The Value Cycle, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i>, New York, Palgrave MacMillan.</p> <p>Grant, G. and Collins, R. (2016) Chapter 3: The Engineering Model of Business-IT Alignment, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i>, New York, Palgrave MacMillan.</p> <p>Grant, G. and Collins, R. (2016) Chapter 4: The Agricultural Model, in <i>The Value Imperative: Harvesting Value from IT</i></p>	<p>IVK-3: CIO leadership IVK-4: the cost of IT IVK-5: the value of IT</p>	<p>Weill and Woerner (2013) The future of the CIO in a digital economy, <i>MIS Quarterly Executive</i>, 12:2, June, 65-75.</p> <p>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.</p>	<p>CIO Insight – Seven Roles of Highly Effective CIOs</p> <p>Top Leadership Qualities of CIOs http://video.techrepublic.com.com/2422-14074_11-214893.html</p> <p>Five Habits of Wildly Unsuccessful CIOs http://video.techrepublic.com.com/2422-14074_11-200130.html</p> <p>The New Voice of the CIO: Insights from Global Chief Information Officer Study. IBM, 2009.</p>

Dates	Topic/ Required Reading	Case	Additional Readings (Library Online Resources)	Practitioner's Perspective **
	Initiatives, New York, Palgrave MacMillan.			
March 22	<p>Harvesting Value from IT investments</p> <p>Grant, G. and Collins, R. (2016) Chapter 5: The Value Realization Cycle, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i>, New York, Palgrave MacMillan.</p>	<p>IVK-6: Project Management IVK-7: The Runaway Project IVK-10: Crisis IVK-11: Damage</p>	<p>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.</p> <p>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.</p> <p>Savage, M. (2002) Business continuity planning, <i>Work Study</i>, 51(5), 254-262.</p>	<p>Marriot Goes Underground with Disaster recovery and virtualization effort</p>
March 29	<p>Governing IT services.</p> <p>Grant, G. and Collins, R. (2016) Chapter 6: Governing IT services, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i>, New York, Palgrave MacMillan</p> <p>Grant, G. and Collins, R. (2016) Chapter 8: IT Investment Portfolio: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan</p>	<p>IVK-8: IT Priorities IVK-9: IT and the board of directors IVK-12: Communication</p>	<p>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)</p> <p>Krull, J. and Rich, (2012) 10 Questions Audit Committees should Ask, <i>CPA Journal</i>, 68-71.</p>	<p>Julie Short, Why IT Governance should fall to the board Silicon.com 16 June 2010</p> <p>IBM – Redesigning the IT Organization – 2014- http://public.dhe.ibm.com/common/ssi/ecm/en/gbe03551usen/GBE03551USE_N.PDF</p>
April 05	<p>Building and managing the digital platform</p> <p>Grant, G. and Collins, R. (2016) Chapter 7: Enterprise Architecture, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i>, New York, Palgrave MacMillan.</p>	<p>IVK-13: Emerging technology IVK-16: Standardization IVK-17: Innovation</p>	<p>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: http://aisel.aisnet.org/cais/vol30/iss1/4 http://aisel.aisnet.org/cgi/viewcontent.cgi?article=3646&context=cais</p>	<p>Enterprise Architecture (MIT) https://www.youtube.com/watch?v=9IGQm4-HheA</p>

Dates	Topic/ Required Reading	Case	Additional Readings (Library Online Resources)	Practitioner's Perspective **
	Grant, G. and Collins, R. (2016) Chapter 9: Sourcing IT services, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i> , New York, Palgrave MacMillan	IVK-14: Vendor partnering IVK-15: Managing talent	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.	Skills Framework for the Information Age http://www.sfia-online.org/
April 12	Managing IT Service Performance and Risk Grant, G. and Collins, R. (2016) Chapter 10: Measuring IT value delivery, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i> , New York, Palgrave MacMillan	IVK-18: Managing risk IVK-19: Looking forward	Smith H. and McKeen, J. (2009) A Wholistic Approach to Managing IT-based Risk http://aisel.aisnet.org/cgi/viewcontent.cgi?article=3492&context=cais	
April 19	Final Exam			

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 NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry such a device to class, please make sure it is turned off. 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

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). Requests made within two weeks will be reviewed on a case-by-case basis. After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website (www.carleton.ca/pmc) for the deadline to request accommodations for the formally-scheduled exam (if applicable).

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: <https://carleton.ca/registrar/academic-integrity/>.

Important dates and deadlines

<https://sprott.carleton.ca/students/mba/dates-deadlines-policies/>