SPROTT
SCHOOL OF BUSINESS
MBA

ITIS5401 A&D
Managing Information Systems in Organizations
Winter (2) 2019

Instructor: Professor Shaobo Ji
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Office Hours: by appointment

Schedule:
Section A – Thursdays 11:35-2:25 p.m. (March 7, 14, 21, & 28; April 4 & 11)
Section D – Thursdays 06:05-08:55 p.m. (March 7, 14, 21, & 28; April 4 & 11)
Classroom: DT 328

2018/2019 GRADUATE CALENDAR DESCRIPTION

ITIS 5401 [0.25 credit]
Managing Information Systems in Organizations
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.

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.

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.

COURSE DESCRIPTION

The use of information technologies (IT) and information systems (IS) is pervasive in today's organizations from enterprise systems, such as ERP, CRM, and SCM, to social media, data analytics, and AI. The deployment of IS assets and capabilities has gone through tremendous changes over the past few decades, from in-house development to outsourcing, and most recently cloud-based infrastructure and applications. Increasingly organizations need to manage the IS resources effectively in order to compete in the marketplace. This course addresses key issues in managing of information systems resources, i.e., IS assets and capabilities, 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 on how firms manage IS resources and formulate IS strategy that supports organizational and business strategies.

LEARNING OBJECTIVE

1. Understand and apply the IT use, impact, and management framework in organizations.
2. Understand the various functions and activities within the information systems area, including the role of IT management and the CIO leadership, structuring of IS management within an organization, and managing IS professionals within the firm.
3. View an organization through the lens of non-IT senior management in deciding how information systems enable core and supportive business processes as well as those that interface with suppliers and customers.
4. Understand the concepts of information economics at the enterprise level.
5. Appreciate how IS represents a key source of competitive advantage for firms.
6. Structure IS-related activities to maximize the business value of IS.
7. Understand existing and emerging information technologies, the functions of IS and its impact on the organizational operations.
8. Evaluate the issues and challenges associated with successfully and unsuccessfully incorporating IS into a firm.
9. Understand how strategic decisions are made concerning acquiring IS resources including the ability to evaluate the different sourcing options.
10. Apply information to the needs of different industries and areas.

COURSE REQUIREMENT AND GRADING

The course will be evaluated based on individual assignments, group work, final examination and class participation.

1. Individual class participation (10%)
It's important for each student to attend classes and participate in and make contribution to the class discussion. Your class participation will be evaluated based on both the quality and quantity. You will not pass the course if you miss more than 2 classes.

2. **Individual case analysis assignment (40%)**
   There are four assignments, with 10% each. All assignments must be submitted through course management systems, i.e., cuLearn. Refer to Assignment for detailed description.
3. **Group case and technology presentation and report (30%)**
   Students are assigned to group of 5. Each group will work on a selected topic relating to the course. Refer to Group Term Project Instruction for detailed description.
4. **Final examination (20%)**
   The final examination will be based on a comprehensive coverage of the material (cases, lectures, readings, presentations) covered in class. The exam will normally take place, during the exam period, in the same time slot as when the class is held. Details will be made available at the end of the term.

	Evaluation	
1	Individual class participation	10%
2	Individual assignment (10% x 4)	40%
3	Group case and technology presentation and report	30%
4	Final examination	20%
	Total	**100%**

REQUIRED AND ADDITIONAL READING

1. **Required case book**
   Robert D. Austin, Richard L. Nolan, Shannon O'Donnell (2016) The Adventures of an IT Leader, Updated Edition with a New Preface by the Authors, Harvard Business Press.
2. **Recommended reference textbook**
   Keri E. Pearlson, Carol S. Saunders, Dennis F. Galletta (2016) Managing and Using Information Systems: A Strategic Approach, 6th Edition, Wiley.
3. **Additional required readings** are listed below and included in the course schedule.
   1) Carleton University, An Information Technology Strategy for the University – Building the Foundation 2013-2016, August 2013. http://carleton.ca/itstrategy/wp-content/uploads/CU-IT-Strategy.pdf
   2) Chen, D., Mocker, M., Preston, D. S., and Teubner, A. (2010) Information Systems Strategy: Reconceptualization, Measurement, and Implications, MIS Quarterly, 34 (2), 233-259.
   3) Kappelman, Leon; Johnson, Vess; Maurer, Chris; McLean, Ephraim; Torres, Russell; David, Alsius; Nguyen, Quynh (2018), The 2017 SIM IT Issues and Trends Study, MIS Quarterly Executive, 17(1), 53-88.

ITIS 5401A & D Managing Information Systems in Organizations: tentative class schedule

Dates	Topic/ Required Reading	Case (IVK cases)	Book Chapter * and Journal Paper ** / Activity	Assignment due date
March 7	**Introduction and Class Organization** **Business and IT challenges for today's organizations**	IVK-1: The new CIO IVK-2: CIO challenges	Kappelman, L., Johnson, V., Nguyen, Q., David, A., Torres, R., Maurer, C. (2018), The 2017 SIM IT Issues and Trends Study, MIS Quarterly Executive, 17(1), 53-88. Pearlson et al. (2016) Introduction, pp. 1 – 16.	
March 14	**IT Leadership** **IT Cost and Value** **IT Resources** **IT Use (all levels)**	IVK-3: CIO leadership IVK-4: the cost of IT IVK-5: the value of IT	Pearlson et al. (2016) Chapter 2: Strategic Use of Information Resources, pp. 33 – 54. Pearlson et al. (2016) Chapter 8: The Business of Information Technology, pp. 165 – 190.	Assignment #1 – Due date and time (March 13, 2019 @ 11:59 pm)
March 21	**IT assets acquisition and building IT capability** **IT Impact (all levels)**	IVK-6: Project management IVK-7: The runaway project IVK-10: Crisis IVK-11: Damage	Pearlson et al. (2016) Chapter 4: Digital Systems and the Design of Work, pp. 75 – 98. Pearlson et al. (2016) Chapter 10: Information Systems Sourcing, pp. 208 – 227. Pearlson et al. (2016) Chapter 11: Managing IT Projects, pp. 228 – 255. Team presentation (Team 1 & 2)	Assignment #2 – Date and time (March 20, 2019 @ 11:59 pm)
March 28	**IT Governance** **IT Management**	IVK-8: IT Priorities IVK-9: IT and the board of directors IVK-12: Communication	Pearlson et al. (2016) Chapter 9: Governance of the Information Systems Organization, pp. 191 – 207. Team presentation (Team 3 & 4)	Assignment #3 – Date and time (March 27, 2019 @ 11:59 pm)
April 04	**IT and business transformation (digital platform, emerging IT, and business innovation)** **IT Impact (Organizational Level)**	IVK-13: Emerging technology IVK-16: Standardization IVK-17: Innovation	Pearlson et al. (2016) Chapter 5: Information Systems and Business Transformation, pp. 99 - 120. Pearlson et al. (2016) Chapter 12: Business Intelligence, Knowledge Management, and Analytics, pp. 258 – 277. Team presentation (Team 5 & 6)	Assignment #4 – Date and time (April 3, 2019 @ 11:59 pm)

Dates	Topic/ Required Reading	Case (IVK cases)	Book Chapter * and Journal Paper ** / Activity	Assignment due date
April 11	**IT Strategy, IT and business alignment**	IVK-18: Managing risk IVK-19: Looking forward	Pearlson et al. (2016) Chapter 1: The Information Systems Strategy Triangle, pp. 17 – 32. Pearlson et al. (2016) Chapter 3: Organizational Strategy and Information Systems, pp. 55 – 74. Carleton University, An Information Technology Strategy for the University – Building the Foundation 2013-2016, August 2013. Chen et al. (2010) Team presentation (Team 7)	
April 18	**Final Exam**	TBD		

∗ Book Chapter: Pearlson, Saunders, and Galletta (2016). The textbook is made available through Carleton Library Reserve.
** E-copy of the journal papers are made available through Carleton Library ARES online research system.

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).

Required calculator in BUSI course 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 in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor 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.

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
A = 85-89	B = 73-76	C = 63-66	D = 53-56
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52
F = Below 50			

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:

http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/

Requests for Academic Accommodation

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

Pregnancy obligation

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: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Religious obligation

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: **carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf**

Academic Accommodations for 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. **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 is 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: **carleton.ca/sexual-violence-support**

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must 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: **students.carleton.ca/course-outline**

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; 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/.

Sprott Student Services

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you are having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree, please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! http://sprott.carleton.ca/students/undergraduate/learning-support/

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: carleton.ca/csas.

Important Information:

- Students must always retain a hard 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 may wish to do so by visiting http://carleton.ca/ccs/students/