

# 1. Course Title

IT IS 5401 Managing Information Systems in Organizations

## 2. Course Credit

.25

## 3. Prerequisites

None

## 4. Course 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.

## 5. Course Rationale

Digital information technology (DIT) services and systems are central to the business models of almost all organizations around the world. Without them, organizations would have severe difficulties achieving 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.

## 6. Course Objectives

After successfully completing this course students will be able to perform the following:

- CO 1: Identify and describe key issues facing leaders in making decisions about DIT service delivery in organizations.
- CO 2: Explain the business imperatives for making investments in DIT systems and services.
- CO 3: Describe and appraise DIT service governance approaches and arrangements.
- CO 4: Evaluate key issues in managing DIT service performance and risk
- CO 5: Illustrate and apply frameworks for explaining value realization from investments in DIT services and systems.
- CO 6: Effectively articulate the critical roles of strategic business and digital leadership in creating the context for value creation and delivery.

## 7. Materials

## 8. Grading and Evaluation

Grade Table

Activity Type	Percent of Total Grade	Weekly Point Value	Total Points
Discussions (5)	20%	20	100
Individual Assignments (x3)	30%		300
Final Exam	50%		100
Total Possible Points			500

sample

## Discussions:

Students will contribute to 5 discussions during the course. Each student will write a response to the discussion prompt statement or question, of at least 200 words. They will post their initial response by Wednesday 23:59 EDT each week. Additionally, they will comment on the posts of two classmates by 23:59 EDT Sunday each week. Please use the discussion rubric to guide your response

[https://brightspace.carleton.ca/d2l/lp/rubrics/edit\\_structure.d2l?rubricId=5822&ou=156451](https://brightspace.carleton.ca/d2l/lp/rubrics/edit_structure.d2l?rubricId=5822&ou=156451)

## Individual Assignments:

Students will provide individually written responses to three (3) assignment questions. You may only submit one write-up per module and only three (3) in total for the whole course. Individual write-up submissions should be uploaded to Brightspace. In writing the response students should read the chapter indicated and then write a 1.5 to two (2) page (double-spaced) response to the questions posed. Write the response to the questions as one *single narrative*. Do **NOT** simply identify each individual question and then write a response (e. g. first question followed by the answer, second question - answer, third question-answer). Write one comprehensive answer, using the individual questions as a guide. Please refer to the rubric that has been created for this assignment to guide your write-up.

[https://brightspace.carleton.ca/d2l/lp/rubrics/edit\\_structure.d2l?rubricId=6089&ou=156451](https://brightspace.carleton.ca/d2l/lp/rubrics/edit_structure.d2l?rubricId=6089&ou=156451)

All sources used in the write-up should be properly cited using the American Psychological Association (APA) format. <https://www.carleton.ca/guides/help/apa>

sample

## Final Exam:

The final exam will involve all the topics and material covered in the course. The exam will consist of two parts worth 60 points and 40 points respectively. All answers must be written in essay format (not point form). Most of the questions on the exam will be reflective so there is no single right answer. The response to the exam questions will be judged on the quality and completeness of the arguments made, the use of theoretical ideas covered in the course, and how the ideas may be applied by practicing managers in the real world.

## Rubrics

Students should review and use the following Rubrics when contributing to discussions and completing the individual assignments.

- [Discussion Rubric](#)
- [https://brightspace.carleton.ca/d2l/lp/rubrics/edit\\_structure.d2l?rubricId=5822&ou=156451](https://brightspace.carleton.ca/d2l/lp/rubrics/edit_structure.d2l?rubricId=5822&ou=156451)
- [Individual Assignment Rubric](#)  
[https://brightspace.carleton.ca/d2l/lp/rubrics/edit\\_structure.d2l?rubricId=6089&ou=156451](https://brightspace.carleton.ca/d2l/lp/rubrics/edit_structure.d2l?rubricId=6089&ou=156451)

Dates	Topic/	Module Objectives	Case Chapters	Readings	Practitioner's Perspective **
Week1	Module 1:  <b>Business and IT challenges for today's organizations</b>  <b>CIO Leadership</b>	Upon successful completion of this module, students will be able to:  MO 1: Outline the Business and IT challenges that drive investments in DIT.  MO 2: Assess considerations for choosing a DIT leader.  MO 4: Identify and synthesize strategies for effective IT leadership in organizations.	<b>Case Chapters from the book:</b> Robert D. Austin, Richard L. Nolan, Shannon O'Donnell (2016), <i>The Adventures of An IT Leader</i> , Boston, MA: Harvard Business Press. (ISBN: 978-1-633-69167-4).  (MO 1, 2) AITL-Ch.1: The new CIO  (MO 3) AITL -Ch.2: CIO challenges  (MO 2, 3) AITL-3: CIO leadership	Chapters 1 (text) (MO1~4) 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.  Additional Readings: (MO 1) Kappelman, Leon; Torres, Russell; McLean, Ephraim R.; Maurer, Chris; Johnson, Vess L.; Snyder, Mark; and Guerra, Katia (2022) "The 2021 SIM IT Issues and Trends Study," <i>MIS Quarterly Executive</i> : Vol. 23, Iss. 1, Article 8. Available on Brightspace.  (MO 1, 4) Guth, A. B., and Pappas, J. (2014) How newly appointed CIOs take charge, <i>MIS Quarterly Executive</i> , 13(3), 159-173.	(MO 1) Kane, G., Palmer, D., Phillips, A., Kiron, D., Buckley, N. (2019) <i>Accelerating Digital Innovation Inside and Out</i> , MIT Sloan Management Review access at <a href="https://sloanreview.mit.edu/projects/accelerating-digital-innovation-inside-and-out/">https://sloanreview.mit.edu/projects/accelerating-digital-innovation-inside-and-out/</a>  (MO 1) Digital Business Ambition: Transform or Optimize? <a href="https://www.gartner.com/document/3995632?ref=solrAll&amp;refval=277677662">https://www.gartner.com/document/3995632?ref=solrAll&amp;refval=277677662</a> (must access through the Carleton Library online databases).  (MO 1) Jeanne Ross: Digital Disruption: Transforming your company for the Digital Economy <a href="https://www.youtube.com/watch?v=6Wq6xQx8E0E">https://www.youtube.com/watch?v=6Wq6xQx8E0E</a>

sample

Dates	Topic/	Module Objectives	Case Chapters	Readings	Practitioner's Perspective **
Week 2	Module 2: <b>IT Leadership and the cost and value of IT investments</b>	<p>Upon successful completion of this module, students will be able to:</p> <p>MO 1: Recognize the complexity of challenges faced by DIT leaders.</p> <p>MO 2: Illustrate and articulate the Value Cycle concept</p> <p>MO 3: Critique the strategic alignment concept.</p> <p>MO 4: Explain the Agricultural Model and contrast it with the Engineering Model.</p> <p>MO 5: Determine how to allocate DIT costs.</p> <p>MO 6: Apply frameworks for identifying and explaining the value of DIT investments brings to the business</p>	<p>(MO 1) AITL-3: CIO leadership</p> <p>(MO 2, 5) AITL-4: the cost of IT</p> <p>(MO 2, 6) AITL-5: the value of IT</p>	<p>(MO 2) 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>(MO 3) 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>(MO 4) Grant, G. and Collins, R. (2016) Chapter 4: The Agricultural Model, in <i>The Value Imperative: Harvesting Value from IT Initiatives</i>, New York, Palgrave MacMillan.</p> <p>Additional Reading: (MO 4) Grant, G. and Collins, R. (2010) Editorial: Conceptualizing the concept of business and IT alignment: from engineering to agriculture, <i>European Journal of Information Systems</i>, 19, pp. 619-624.</p>	<p>(MO 2) XO Talk – Transformational CIO <a href="https://www.youtube.com/watch?v=t0DuYxIkmII">https://www.youtube.com/watch?v=t0DuYxIkmII</a></p> <p><a href="https://youtu.be/66evG9S2lfw">https://youtu.be/66evG9S2lfw</a> (MO 2,3) Bill Briggs, Global Chief Technology Officer, Deloitte <a href="https://www.youtube.com/watch?v=nYJf4UyGAaw">https://www.youtube.com/watch?v=nYJf4UyGAaw</a></p> <p>(MO 4) <a href="#">CIO Insight – Seven Roles of Highly Effective CIOs</a></p> <p>(MO 2, 4) Top Leadership Qualities of CIOs <a href="https://www.techrepublic.com/article/top-leadership-qualities-of-successful-cios/">https://www.techrepublic.com/article/top-leadership-qualities-of-successful-cios/</a></p> <p>(MO 4) Five Habits of Wildly Unsuccessful CIOs <a href="https://www.techrepublic.com/article/the-seven-habits-of-wildly-unsuccessful-cios/">https://www.techrepublic.com/article/the-seven-habits-of-wildly-unsuccessful-cios/</a></p>
Week 3	Module 3:	Upon successful completion of this	(MO 1) AITL-Ch.6: Project Management	(MO 2) Grant, G. and Collins, R. (2016) Chapter 5: The Value	(MO 1) A Pragmatic Guide to Getting Started with DevOps

sample

Dates	Topic/	Module Objectives	Case Chapters	Readings	Practitioner's Perspective **
	<b>Harvesting Value from IT investments</b>	<p>module, students will be able to:</p> <p>MO 1: Assess and critique options for managing DIT projects</p> <p>MO 2: Explain the Value Realization Cycle and how its application may ensure that investments lead to the outcomes sought.</p> <p>MO 3: Determine how organizations may anticipate and handle DIT crises.</p> <p>MO 4: Propose an action plan for managing for business continuity</p>	<p>(MO 2) AITL-Ch.7: The Runaway Project</p> <p>(MO 3) AITL-Ch.: Crisis</p> <p>(MO 4) AITL-Ch.: Damage</p>	<p>Realization Cycle, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan.</p> <p>Additional Readings: (MO 1) The Agile Admin “What is DevOPs <a href="https://theagileadmin.com/what-is-devops/">https://theagileadmin.com/what-is-devops/</a></p> <p>(MO 1) Fernandez, D. J. and Fernandez, J. D. (2008) Agile Project Management: Agilism vs Traditional Approaches, <i>Journal of Computer Information Systems</i>, Winter, 10(7)</p> <p>(MO 4) Savage, M. (2012) Business continuity planning, <i>Work Study</i>, 51(5), 254-258</p>	<p><a href="https://www.ca.com/content/dam/ca/us/files/ebook/a-pragmatic-guide-to-getting-started-with-devops.pdf">https://www.ca.com/content/dam/ca/us/files/ebook/a-pragmatic-guide-to-getting-started-with-devops.pdf</a></p> <p>(MO 4) 2020 Strategic Roadmap for Business Continuity Management <a href="https://www.gartner.com/document/3981203?ref=solrAll&amp;refval=277679958">https://www.gartner.com/document/3981203?ref=solrAll&amp;refval=277679958</a> (must access through the Carleton Library online databases).</p> <p>(MO 4) <a href="https://www.disasterrecovery.org/">Lindros, K. and Tittel, E. (2017) How to create an effective business continuity plan, CIO.com July 18.</a></p>
Week 4	<b>Module 4: Governing DIT services</b>	<p>Upon successful completion of this module, students will be able to:</p> <p>MO 1: Define IT governance and explain its role in delivering value from DIT investments.</p>	<p>(MO 3) AITL-Ch.8: IT Priorities</p> <p>(MO 1,2,4) AITL-Ch.9: IT and the board of directors</p> <p>(MO 5) AITL-Ch.12: Communication</p>	<p>(MO 1,2) Grant, G. and Collins, R. (2016) Chapter 6: Governing IT services, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan</p> <p>(MO 3) Grant, G. and Collins, R. (2016) Chapter 8: IT Investment Portfolio: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan</p>	<p>(MO 4) Julie Short, <a href="https://www.techrepublic.com/blog/cio-insights/why-it-governance-should-fall-to-the-board/">Why IT Governance should fall to the board</a> Silicon.com 16 June 2010 <a href="https://www.techrepublic.com/blog/cio-insights/why-it-governance-should-fall-to-the-board/">https://www.techrepublic.com/blog/cio-insights/why-it-governance-should-fall-to-the-board/</a></p> <p>(MO 2) IBM – Redesigning the IT Organization – 2014- <a href="https://www.ibm.com/downloads/cas/LPZE9ZQ1">https://www.ibm.com/downloads/cas/LPZE9ZQ1</a></p>

sample

Dates	Topic/	Module Objectives	Case Chapters	Readings	Practitioner's Perspective **
		<p>MO 2: Illustrate and explain the dimensions of IT governance</p> <p>MO 3: Describe and assess how organizations may set priorities for DIT investments.</p> <p>MO 4: Evaluate the role of the Board of Directors in ensuring that DIT investments deliver value.</p> <p>MO 5: Analyze the potential effectiveness of different approaches to communication about DIT issues in organizations.</p>			
Week 5	<b>Module 5: Building and managing the digital platform</b>	<p>Upon successful completion of this module, students will be able to:</p> <p>MO 1: Assess the challenges presented by emerging technologies and propose approaches to managing their adoption.</p>	<p>(MO 1) AITL-Ch.13: Emerging technology</p> <p>(MO 2) AITL-Ch.16: Standardization IVK-17: Innovation</p> <p>(MO 3) AITL-Ch.14: Vendor partnering</p>	<p>(MO 2) Grant, G. and Collins, R. (2016) Chapter 7: Enterprise Architecture, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan.</p> <p>(MO 3) Grant, G. and Collins, R. (2016) Chapter 9: Sourcing IT services, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan</p>	<p>(MO 1) Top Strategic Technology Trends – 2021 <a href="https://www.gartner.com/document/3991906?ref=gfeed">https://www.gartner.com/document/3991906?ref=gfeed</a> (access through Carleton Library)</p> <p>(MO 2) Enterprise Architecture (MIT) <a href="https://www.youtube.com/watch?v=9IGQm4-HheA">https://www.youtube.com/watch?v=9IGQm4-HheA</a></p>

sample

Dates	Topic/	Module Objectives	Case Chapters	Readings	Practitioner's Perspective **
		<p>MO 2: Illustrate and describe the role of Enterprise Architecture in managing issues related to standardization and innovation.</p> <p>MO 3: Evaluate options for vendor selection in sourcing DIT systems and services.</p> <p>MO 4: Debate and formulate options for managing high performing disruptive DIT talent in organizations.</p>	(MO 4) AITL-Ch.15: Managing talent		<p>(MO 1, 3) Amazon.com "What is cloud computing" <a href="https://aws.amazon.com/what-is-cloud-computing/">https://aws.amazon.com/what-is-cloud-computing/</a></p> <p>(MO 4) <a href="http://www.sfia-online.org/">Skills Framework for the Information Age</a> <a href="http://www.sfia-online.org/">http://www.sfia-online.org/</a></p>
Week 6	Module 6: Managing IT Service Performance and Risk	<p>Upon successful completion of this module, students will be able to:</p> <p>MO 1: Evaluate and propose measures for managing performance of DIT investments.</p> <p>MO 2: Identify and assess the risks associated with making DIT investments</p>	<p>(MO 1,2,3) AITL-Ch.18: Managing risk</p> <p>(MO 1,3) AITL-Ch.19: Looking forward</p>	<p>(MO 1) Grant, David and Collins, R. (2016) Chapter 10: Measuring IT value delivery, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan</p> <p>(MO 1) Additional Reading: 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></p>	

sample



Dates	Topic/	Module Objectives	Case Chapters	Readings	Practitioner's Perspective **
		MO 3: Appraise through audits whether value has been delivered from DIT investments.			
Week 7		Final Exam			

sample