# ITIS 5401B
## *Managing Information Systems in Organizations*
### Fall 2022

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Office Hours: Wednesday 11:00 a.m. – 12:30 p.m. (make an appointment by email)

**Schedule: Thursdays 11:35-2:25 p.m. (September 08 – October 20, 2022)**
**Location: NI 4040**

**Learning Modality:** Each week, attending class for this course will normally require the following time commitment (excluding readings and assignments):

- _3_ hours in-person*

## INTRODUCTION

Digital information technology (DIT) 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. 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.

<p style="text-align:center;"><u>**2019/2022 GRADUATE CALENDAR DESCRIPTION:**</u></p>

Key issues in managing 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.

<p style="text-align:center;"><u>**COURSE DESCRIPTION:**</u></p>

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.
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<p style="text-align:center;"><u>**LEARNING OBJECTIVES:**</u></p>

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.

**Prerequisites**:

Graduate Standing

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

**Drop Course Policy**

The deadline for academic withdrawal is the last day of classes (each term).

<p style="text-align:center;"><u>**COURSE PROCEDURES AND GRADING:**</u></p>

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 are 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 (2) | 20% |
| Final Exam | 40% |
| Discussions x 3 | 10% |
| Class participation | 10% |
| 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.

## 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. (ISNB: 978-1-137-59039-8)
**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).
*Both books are available in electronic format or in print at Amazon.com and other sources*

**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 (2019) Managing and Using Information Systems: A Strategic Approach – 7th Edition, Hoboken, NJ, John Wiley and Sons.

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

## Online resources:

Brightspace Learning Management - https://brightspace.carleton.ca/d2l/home

Gartner https://www.gartner.com/home/feed (must use Carleton VPN and access through the Carleton Library databases). Gartner is a global research and consulting company that provides insights on digital IT management and technology issues.

Online Magazines:

CIO, CIO Insight, Datamation, Baseline, Wired, Fortune, Information Week, Business Week, Forbes, Techrepublic, Architecture and Governance, among others.

IT Service Management Forum International (ISTMFi) 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 will synthesize the chapter(s) 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 **summarized write-up of the case** as well.  The summary write-up should be approximately five (5) pages plus one (1) additional page that discusses insights/lessons from the issues raised by the case and their implications for practicing managers in today's organizations.

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 Generic Guidelines for Case Discussion Leadership and Case Presentation Evaluation documents, available on Brightspace, 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 must do individual write-ups (consisting of 2-3 double-spaced pages) of **two (2) 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 one (1) of the two (2) 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 (on Brightspace) for guidance.

### Final Examination

The final examination will be based on all 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.

## Discussions and Class Participation:

Participation by students in class and online discussions (three contributions) and other activities is an important part of this course. Effective participation is possible only by regular class attendance, active pre-class preparation, and post-class follow-up. 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 |
|---|---|---|---|
| | | | |
| Two (2) Individual Assignments | Brightspace | By 10:00 a.m. on date case is assigned (see schedule) | 20 |
| Group Case Presentation (as assigned) | Brightspace | By 10:00 a.m. on date case is assigned (see schedule) | 20 |
| Discussions | Brightspace | By 10:00 a.m. on date case is assigned (see schedule) | 10 |
| Final Exam | Brightspace | (see schedule) | 40 |

## Assignment Submission

All written assignments including the group project should be submitted to the Professor by **12:00 noon via Brightspace,** on the day they are due. The assignments should be submitted in MS Word format. No printed document is required. All documents should have the student's name, ID 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.

| MBA Learning Goal | Not Covered | Introduced | Taught but Not Assessed | Taught and Assessed |
|---|---|---|---|---|
| **MB1 Leadership and Collaboration** | | | | ✔ |

| | | | | |
|---|---|---|---|---|
| *Graduates will be equipped for leadership and collaboration.* | | | | |
| **MB2 Communication** *Graduates will be effective communicators* | | | | ✔ |
| **MB3 Critical Thinking and Problem Solving** *Graduates will be skilled in critical thinking and problem solving.* | | | | ✔ |
| **MB4 Functional Knowledge** *Graduates will have functional knowledge of all areas of business.* | | ✔ | | |
| **MB5 Global Business** *Graduates will have an appreciation of the global environment of business.* | | ✔ | | |
| **MB6 Ethical Reasoning** *Graduates will be skilled in ethical reasoning and decision-making.* | | | ✔ | |

## ADDITIONAL INFORMATION

### 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).

### Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

### Letter Grades:

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

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

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

- **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. 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/

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

Academic Integrity:

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—are a serious academic offence, 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/

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: https://carleton.ca/csas/

<u>Other Important Information:</u>
- 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 can do so by visiting https://carleton.ca/its/get-started/new-students-2/

| Dates | Topic/ | Module Objectives | Case Chapters | Readings | Practitioner's Perspective ** |
|-------|--------|-------------------|---------------|----------|-------------------------------|
| Sept 08 | Module 1:<br><br>**Business and IT challenges for today's organizations**<br><br>**CIO Leadership** | Upon successful completion of this module, students will be able to:<br><br>MO 1: Outline the Business and IT challenges that drive investments in DIT.<br><br>MO 2:  Assess considerations for choosing a DIT leader.<br><br>MO 4: Identify and synthesize strategies for effective DIT leadership in organizations. | ***Case Chapters** from the book:*<br>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).<br><br>(MO 1, 2) AITL-Ch.1: The new CIO<br><br>(MO 3) AITL -Ch.2: CIO challenges<br><br>(MO 2, 3) AITL-3: CIO leadership | Chapters 1 (text) (MO1~4)<br>Grant, G. and Collins, R. (2016) Chapter 1: Business and IT Challenges in Today's Organization, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan.<br><br>Additional Readings:<br>(MO 1<br>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," MIS Quarterly Executive: Vol. 21 : Iss. 1 , Article 8. Available on Brightspace.<br><br>(M0 2,4) Gerth, A. B., and Peppard, J. (2014) How newly appointed CIOs take charge, *MIS Quarterly Executive,*<br>13(3), 159-173. | (MO 1) Kane, G., Palmer, D., Phillips, A., Kiron, D., Buckley, N. (2019) Accelerating Digital Innovation Inside and Out, MITSloan Management Review access at https://sloanreview.mit.edu/projects/accelerating-digital-innovation-inside-and-out/<br><br>(MO 1) Digital Business Ambition:Transform or Optimize?<br>https://www.gartner.com/document/3995632?ref=solrAll&refval=277677662<br>(must access through the Carleton Library online databases).<br><br>(MO 1) Jeanne Ross: Digital Disruption: Transforming your company for the Digital Economy<br>https://www.youtube.com/watch?v=6Wq6xQxaLGE |

| Dates | Topic/ | Module Objectives | Case Chapters | Readings | Practitioner's Perspective ** |
|---|---|---|---|---|---|
| | | | | | |
| Sept 15 | Module 2:<br>**IT Leadership and the cost and value of IT investments** | Upon successful completion of this module, students will be able to:<br><br>MO 1:  Recognize the complexity of challenges faced by DIT leaders.<br><br>MO 2: Illustrate and articulate the Value Cycle concept<br><br>MO 3: Critique the strategic alignment concept.<br><br>MO 4:  Explain the Agricultural Model and contrast it with the Engineering Model.<br><br>MO 5: Determine how to allocate DIT costs.<br><br>MO 6: Apply frameworks for identifying and explaining the value of DIT investments brings to the business | (MO 1) AITL-3: CIO leadership<br><br>(MO 2, 5) AITL-4: the cost of IT<br><br>(MO 2, 6) AITL-5: the value of IT | (MO 2) Grant, G. and Collins, R. (2016) Chapter 2: The Value Cycle, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan.<br><br>(MO 3) Grant, G. and Collins, R. (2016) Chapter 3: The Engineering Model of Business-IT Alignment, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan.<br><br>(MO 4) Grant, G. and Collins, R. (2016) Chapter 4: The Agricultural Model, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan.<br><br>Additional Reading:<br>(MO 4) Grant, G. G. (2010) Editorial: Reconceptualizing the concept of business and IT alignment: from engineering to agriculture, *European Journal of Information Systems,* 19, pp. 619-624. | (MO 2) XO Talk – Transformational CIO https://www.youtube.com/watch?v=t0DuYxIkmII<br><br>https://youtu.be/66evG9S2lfw<br>(MO 2,3) Bill Briggs, Global Chief Technology Officer, Deloitte https://www.youtube.com/watch?v=nYJf4UyGAaw<br><br>(MO 4) CIO Insight – Seven Roles of Highly Effective CIOs<br><br>(MO 2, 4) Top Leadership Qualities of CIOs https://www.techrepublic.com/article/top-ten-leadership-qualities-of-successful-cios/<br><br>(MO 4) Five Habits of Wildly Unsuccessful CIOs https://www.techrepublic.com/article/the-seven-habits-of-wildly-unsuccessful-cios/ |
| Sept 22 | Module 3:<br>**Harvesting Value from** | Upon successful completion of this module, students will be able to: | (MO 1) AITL-Ch.6: Project Management | (MO 2) Grant, G. and Collins, R. (2016) Chapter 5: The Value Realization Cycle, in The Value Imperative: Harvesting Value from | (MO 1) A Pragmatic Guide to Getting Started with DevOps |

| Dates | Topic/ | Module Objectives | Case Chapters | Readings | Practitioner's Perspective ** |
|---|---|---|---|---|---|
| | **IT investments** | MO 1: Assess and critique options for managing DIT projects<br><br>MO 2: Explain the Value Realization Cycle and how its application may ensure that investments lead to the outcomes sought.<br><br>MO 3: Determine how organizations may anticipate and handle DIT crises.<br><br>MO 4: Propose an action plan for managing for business continuity | (MO 2) AITL-Ch.7: The Runaway Project<br><br>(MO 3) AITL-Ch.: Crisis<br><br>(MO 4) AITL-Ch.: Damage | IT Initiatives, New York, Palgrave MacMillan.<br><br>Additional Readings:<br>(MO 1) The Agile Admin "What is DevOPs https://theagileadmin.com/what-is-devops/<br><br>(MO 1) Fernandez, D. J. and Fernandez, J. D. (2008) Agile Project Management: Agilism vs Traditional Approaches, *Journal of Computer Information Systems*, Winter, 10-17.<br><br>(MO 4) Savage, M. (2002) Business continuity planning, *Work Study*, 51(5), 254-262. | https://www.ca.com/content/dam/ca/us/files/ebook/a-pragmatic-guide-to-getting-started-with-devops.pdf<br><br>(MO 4) 2020 Strategic Roadmap for Business Continuity Management https://www.gartner.com/document/3981203?ref=solrAll&refval=277679958 (must access through the Carleton Library online databases).<br><br>(MO 4) Lindros, K. and Tittel, E. (2017) How to create an effective business continuity plan, CIO.com July 18.<br><br>https://www.disasterrecovery.org/ |
| Sept 29 | **Module 4: Governing DIT services** | Upon successful completion of this module, students will be able to:<br><br>MO 1: Define IT governance and explain its role in delivering value from DIT investments.<br><br>MO 2: Illustrate and explain the dimensions of IT governance<br><br>MO 3: Describe and assess how organizations may set | (MO 3) AITL-Ch.8: IT Priorities<br><br>(MO 1,2,4) AITL-Ch.9: IT and the board of directors<br><br>(MO 5) AITL-Ch.12: Communication | (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<br><br>(MO 3) Grant, G. and Collins, R. (2016) Chapter 8: IT Investment Portfolio: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan | (MO 4) Julie Short, Why IT Governance should fall to the board Silicon.com 16 June 2010 https://www.techrepublic.com/blog/cio-insights/why-it-governance-should-fall-to-the-board/<br><br>(MO 2) IBM – Redesigning the IT Organization – 2014- https://www.ibm.com/downloads/cas/LPZE9ZQ1 |

| Dates | Topic/ | Module Objectives | Case Chapters | Readings | Practitioner's Perspective ** |
|---|---|---|---|---|---|
| | | priorities for DIT investments.<br><br>MO 4: Evaluate the role of the Board of Directors in ensuring that DIT investments deliver value.<br><br>MO 5: Analyze the potential effectiveness of different approaches to communication about DIT issues in organizations. | | | |
| Oct 06 | Module 5:<br>**Building and managing the digital platform** | Upon successful completion of this module, students will be able to:<br><br>MO 1: Assess the challenges presented by emerging technologies and propose approaches to managing their adoption.<br><br>MO 2: Illustrate and describe the role of Enterprise Architecture in managing issues related to standardization and innovation.<br><br>MO 3: Evaluate options for vendor selection in sourcing | (MO 1) AITL-Ch.13: Emerging technology<br><br>(MO 2) AITL-Ch.16: Standardization<br>IVK-17: Innovation<br><br><br><br>(MO 3) AITL-Ch.14: Vendor partnering<br><br>(MO 4) AITL-Ch.15: Managing talent | (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.<br><br>(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 | (MO 1) Top Strategic Technology Trends – 2021<br>https://www.gartner.com/document/3991906?ref=gfeed (access through Carleton Library)<br><br>(MO 2) Enterprise Architecture (MIT)<br>https://www.youtube.com/watch?v=9IGQm4-HheA<br><br>(MO 1, 3) Amazon.com "What is cloud computing https://aws.amazon.com/what-is-cloud-computing/<br><br>(MO 4) Skills Framework for the Information Age<br>http://www.sfia-online.org/ |

| Dates | Topic/ | Module Objectives | Case Chapters | Readings | Practitioner's Perspective ** |
|---|---|---|---|---|---|
| | | DIT systems and services.<br><br>MO 4: Debate and formulate options for managing high performing but disruptive DIT talent in organizations. | | | |
| Oct 13 | Module 6: Managing IT Service Performance and Risk | Upon successful completion of this module, students will be able to:<br><br>MO 1: Evaluate and propose measures for managing performance of DIT investments.<br><br>MO 2: Identify and assess the risks associated with making DIT investments<br><br>MO 3: Appraise through audits whether value has been delivered from DIT investments. | (MO 2) AITL-Ch.18: Managing risk<br><br>(MO 1,3) AITL-Ch.19: Looking forward | (MO 1) Grant, G. and Collins, R. (2016) Chapter 10: Measuring IT value delivery, in The Value Imperative: Harvesting Value from IT Initiatives, New York, Palgrave MacMillan<br><br>(MO 1) Additional Reading: 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 | |
| Oct 20 | | Final Exam | | | |