COURSE NAME: Managing the Information Technology Portfolio
COURSE CODE: CMIS4450

COURSE DESCRIPTION

This course examines strategic-level information technology resources and organizational issues. The role of information systems in helping organizations conduct business in radically different and more effective ways is investigated. Strategic planning, analysis, design, implementation and governance of information technology in order to ensure alignment with business and organizational goals are investigated through a project portfolio approach. Pre-requisite: CMIS3350 - eCommerce. Students may receive credit for CMIS4450 or CMIS4409 but not for both.

> Course Credits: 3.00
> Pre-requisites: CMIS3350
> Equivalent Courses: JRSB450

LEARNING OUTCOMES

OUTCOME	Upon successful completion of this course, you will be able to
1	Appraise the role of information technology in achieving business advantage. The following concepts, skills, and issues are used to support this Outcome: • Assess IT in relation to its contribution to business strategy • Analyze business impacts of IT • Recommend the need for investment in IT and IT projects
2	Recommend and control information technology operations and projects. The following concepts, skills, and issues are used to support this Outcome: • Organize, plan and lead organizational IT functions • Identify, recommend and lead IT project delivery • Analyze organizational cases on managing and leading IT organizations • Appraise IT Outsourcing as an approach to providing IT functionality in organizations • Examine and discuss a portfolio approach to IT projects
3	Demonstrate understanding of IT Leadership and Governance issues in organizations. The following concepts, skills, and issues are used to support this Outcome: • Defend, justify, make and execute IT project decisions • Prioritize and control diverse IT infrastructures • Control the delivery of reliable IT services • Examine and discuss the challenges of IT leadership

STUDENT EVALUATION

OUTCOME	ACTIVITY DESCRIPTION	MARK DISTRIBUTION
1, 2 and 3	Term Exams	60%
1, 2 and 3	Case presentations and either case discussions or research debates.	40%
	TOTAL	100%

COURSE COMPLETION REQUIREMENTS

The minimum passing grade for this course is 50% (D). Please note, however, that minimum grades or Grade Point Averages (GPAs)—term or cumulative-required for transfer, good standing in a program, eligibility for graduation, or requirements for professional designation or professional examination exemption may be higher. Students are strongly encouraged to consult with their academic advisor for more details.

STUDENT EQUIPMENT AND SUPPLIES

The JR Shaw School of Business highly recommends our students acquire and make use of a computer (laptop or tablet*) in and away from the classroom in order to successfully engage and complete JR Shaw curriculum.

Your computer will be used to access key learning resources critical to your success in the program and therefore must be in good working order. It is also important to have a battery with sufficient life to allow for use when a plug-in is not available, as your battery should be able to last throughout your daily schedule/classes. Replacement batteries can often be purchased to improve battery life on an existing computer.

At a minimum your laptop must meet the following requirements:

PC
- Windows 7 or higher
- 10 GB free hard drive space
- 2 GB memory (RAM)
- Wi-Fi connection

MAC
- OSX 10.7 or later
- 10 GB free hard drive space
- 2 GB memory (RAM)
- Wi-Fi connection

For tablets* the minimum Operating System requirements are as follows:
- Android - KitKat 4.4
- Apple - iOS8
- Microsoft - Windows 10

*Please make sure you have a dedicated keyboard and pointing device (mouse or stylus) to complement your tablet so you will not be disadvantaged when completing online activities, assignments, and assessments in and out of the classroom.

DELIVERY METHOD

This course will be taught using a variety of delivery methods which may include face-to-face, online, or blended teaching platforms. Activities such as collaborative exercises/assignments, seminars, labs, discussion, audio/visual presentations, case studies, and practicums may be used to support learning.

STUDENT RESPONSIBILITY

Enrolment at NAIT assumes that the student will become a responsible citizen of the Institute. As such, each student will display a positive work ethic, assist in the preservation of Institute property, and assume responsibility for his/her education by researching academic requirements and policies; demonstrating courtesy and respect toward others; and respecting expectations concerning attendance, assignments, deadlines, and appointments.

EQUITY STATEMENT

NAIT is committed to providing an environment of equality and respect for all people within the learning community, and to educating faculty, staff, and students in developing inclusive teaching and learning contexts that are welcoming to all.

Leadership Review Date: April 28, 2017

Curriculum Committee Review Date: April 28, 2017

ADDENDUM to NAIT Course Outline for CMIS4450, Managing the Information Technology Portfolio

Instructor Name	Cristina Rensmaag-Izaguirre
Office Location	Syncrude Technology Centre 111B
Contact	780-791-8939 cristina.rensmaag@keyano.ca
Office Hours	Monday and Friday 12:00 p.m. to 12:50 p.m. Tuesday and Thursday 2:00 p.m. to 2:50 p.m. Wednesday 3:00 p.m. to 3:50 p.m.
Hours of Instruction	Tuesday and Thursday 3:00 p.m. – 4:50 p.m. Room S112

Required Resources

Business and Its Environment, 7th edition, by David B; 2nd Custom Edition for NAIT. ISBN: 1323751378
Public Administration in Canada, 2nd Edition, by Paul B. and Tim A.M. ISBN: 9780176782429
You can purchase a copy of the textbook from NAIT's bookstore.

Performance Requirements

Student Responsibilities

It is your responsibility as a student to contact the Office of the Registrar to complete the forms for Withdrawal or Change of Registration, and any other forms. Please refer to the list of important dates as noted in the Academic Schedule in the Keyano College credit calendar.

More specific details are found in the Student Rights and Student Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Student Code of Conduct Policies.

Student Attendance

Class attendance is useful for two reasons. First, class attendance maximizes a student's learning experience. Second, attending class is a good way to keep informed of matters relating to the administration of the course (e.g., the timing of assignments and exams). Ultimately, you are responsible for your own learning and performance in this course.

It is the responsibility of each student to be prepared for all classes. Students who miss classes are responsible for the material covered in those classes and for ensuring that they are prepared for the next class, including the completion of any assignments and / or notes that may be due.

Academic Misconduct

Students are considered to be responsible adults and should adhere to principles of intellectual integrity. Intellectual dishonesty may take many forms, such as:

- Plagiarism or the submission of another person's work as one's own
- The use of unauthorized aids in assignments or examinations (cheating)
- Collusion or the unauthorized collaboration with others in preparing work
- The deliberate misrepresentation of qualifications
- The willful distortion of results or data
- Substitution in an examination by another person
- Handing in the same unchanged work as submitted for another assignment
- Breach of confidentiality.

The consequences for academic misconduct range from a verbal reprimand to expulsion from the College. More specific descriptions and details are found in the Student Rights and Student Code of Conduct section of the Keyano College credit calendar. It is the responsibility of each student to be aware of the guidelines outlined in the Student Rights and Student Code of Conduct Policies.

In order to ensure your understanding of the concept of plagiarism, you must successfully complete the online tutorial found on ilearn.keyano.ca. Then print the certificate, sign it, and show it to each of your instructors. Your course work will not be graded until you show this signed certificate.

Specialized Supports

Counselling and Accessibility Services
Counselling Services provides a wide range of specialized counselling services to prospective and registered students, including personal, career and academic counselling.

SKILL Centre
The SKILL Centre is a learning space in the Clearwater Campus at Keyano College where students can gather to share ideas, collaborate on projects and get new perspectives on learning from our tutorial staff.

The SKILL Centre, through a variety of delivery methods, provides assistance in skill development to Keyano students. Assistance is provided by instructors, staff and student tutors. Individuals wishing to improve their mathematics, writing, grammar, study, or other skills, can take advantage of this unique service.

Exam Guidelines

PLEASE NOTE that the following Deferred Examination Policy is from NAIT. NAIT does NOT allow Supplemental Exams.

NAIT

JR Shaw School of Business

DEFINITIONS

Accommodation Exams: Typically are scheduled for students with approved disabilities with the Services for Students with Disabilities (SSD).

Deferred Exam: Students unable to write an exam on the scheduled date and/or time due to illness or another serious reason (*documented circumstance*), a deferred exam may be scheduled for the student, upon approval as outlined below.

Immediate Family: Grandparents, parents, siblings, daughters/sons

Deferred Examination Policy

These guidelines apply to all deferred exams for daytime, evening, or online classes. **Students requesting an exam deferral should notify the JRSSB Business Information Centre as soon as possible in T300 or phone 780.471.8998**

1. **Exams Rescheduled for Approved Documented Reasons**

   A.   Students may be permitted to re-schedule exams for the following reasons, provided both the instructor and the Associate Chair/Chair are notified in advance of the scheduled exam AND appropriate "third party" documentation is provided to the appropriate Chair/Associate Chair within 3 business days of the start of the scheduled exam (e.g. a Monday exam would require documentation by Thursday, a Wednesday exam would require documentation by the following Monday). Weekend days and statutory holidays are **not** considered as business days.

Documented Reason	Appropriate Documentation
Personal medical/illness situations	A completed physician statement form, which is located in the T300 Business Information Centre. (Medical notes must be provided by a doctor. Prescription pad doctor's notes indicating you were seen in the office are NOT considered appropriate documentation.)
Death in immediate family	Obituary and death certificate of the deceased family member, evidence that the deceased is immediate family, address and contact information of the funeral home/church handling the service, and travel itinerary as appropriate.
Wedding in immediate family	Original wedding invitation, evidence that immediate family is being married, and travel itinerary as appropriate.
Documented accident	Third party documentation that clearly indicates the specific date and time of the accident, as well as provides evidence that the nature of the accident prevented the student from taking the exam, as originally scheduled.

Circumstances approved by the Program Chair/Associate Chair	As deemed appropriate by the Chair/Associate Chair

NOTE: **Work is NOT an acceptable reason to re-schedule an exam.**

B. The missed exam is to be re-scheduled to the earliest possible alternate day and time. Online students writing externally have within 72 calendar hours of the scheduled on-campus writing to write the exam. Requests to write beyond this 72-hour period fall within the criteria in A.

C. **Students will pay a fee of $150.00 for ALL deferred exams.**

2. Students Arriving Late to Exams

If an exam is written late (outside of the scheduled exam period) but on the same day the exam was scheduled, a minimum 20% penalty will be assessed. If the exam is written late due to a reasonable unforeseen event such as a documented accident or poor weather conditions, the Program Chair/Associate Chair may waive the late penalty.

3. Exams Not Written Due to Approved Reasons

If it is not possible for a missed exam to be rescheduled, the Program Chair/Associate Chair in consultation with the course coordinator/instructor will decide on the appropriate action to take to make up for the missed marks.

4. Quizzes Missed or Written Late

Students may be permitted to re-schedule quizzes or have their missed grade reallocated to subsequent assessments, provided the appropriate "third party" documentation (as shown in the table above) is provided to the instructor with reasonable notice. The course instructor will make the decision regarding the approval/disapproval of the quiz deferral, as well as the method in which the student will make up the marks missed.

Proposed Schedule of Topics

Date	Activity	Assessment
Week 1		Case Analysis Strategies
Week 2	Chapter 1: The Information Systems Strategy Triangle	Chapter 2: Strategic Use of Information Resources
Week 3	Chapter 3: Organizational Strategy and Information Systems	Debate Intro Debate Prep
Week 4	Debate 1 (oral assessment)	Chapter 4: Information Systems and the Design of Work
Week 5	Debate 2 (oral assessment)	Chapter 5: Information Systems and Managing Business Processes
Week 6	Chapter 6: Architecture and Infrastructure	Debate Preparation Time
Week 7	Debate 3 (oral assessment)	Chapter 7 Security
Week 8		Midterm Assessment
Week 9	Chapter 8: The Business of IT	Chapter 9: Governance of the Information Systems Organization
Week 10	Groups may present on: • Dropbox: "It Just Works" by Eisenmann, T.R., Pao, M., and Barley, L., Harvard Business School. 9-811-065 • Amagansett Funds (A) by A.P. McAfee, Harvard Business School Publishing; 2005	Chapter 10: Information Systems Sourcing
Week 11	Group Presentations Cases – One of: • IBM Canada LTD: Implementing Global Strategy by Mark, K. & Compeau, D. Richard Ivey School of Business, 910E08, 10 pages, 2010 • Volkswagen of America: Managing IT Priorities	Chapter 11: Managing IT Projects
Week 12	Presentations continued Presentation Prep time	Chapter 12: Knowledge Management, Business Intelligence and Analytics
Week 13	Group Presentation • IBM's Knowledge Management Proposal for the Ontario Ministry of Education by D. Meister & K. Mark. Richard Ivey School of Business. 2005 (14 pages)	Chapter 13: Using Information Ethically
Week 14	Presentations continued	
Week 15		Final Assessment

Please Note: Date and time allotted to each topic is subject to change.