Course	**ITSS 4370 Information Technology Management** Section 001
Professor	Bill Hefley, PhD William.Hefley@utdallas.edu
Term	Fall 2016
Meetings	Tuesday & Thursday: 4:00 pm - 5:15 pm JSOM 1.212

Professor's Contact Information

Office Phone	972-883-5006
Office Location	JSOM 3.420
Email Address	Please use eLearning for e-mailing the Instructor. Please include your course number and section number in all email correspondence.
Office Hours	Wednesday 4:00 – 5:00 pm, and by appointment
TA	Sailendra Prasanna Mishra (spm160530@utdallas.edu)
About the Instructor	Bill Hefley is a Clinical Professor in the Information Systems area at the Naveen Jindal School of Management at the University of Texas at Dallas where he teaches undergraduate and graduate courses, and promotes academic programs in information systems and project management. His research interests include the study of outsourcing, emphasizing process improvement, project management, human capital management and CSR. He holds a Ph.D. from Carnegie Mellon University. Prior to joining UT Dallas, he was on the faculty at the University of Pittsburgh and Carnegie Mellon University, where he was the founding Program Director of the IT Service Management professional masters program, and has worked in a variety of management, technical, and business development positions. He was an Executive Consultant at IBM Global Services and an executive in an international IT consulting firm.

General Course Information

ABOUT THIS CLASS	Managing the Information Technology function in an enterprise requires substantive business knowledge, technical knowledge, problem solving, and communications skills. On-going changes in business models and technology require CIO's to continually refresh their skills and develop new capabilities to work effectively in a global environment. Additionally, they must be able to select and apply technologies to meet business needs and to support the functioning of the IT organization. They must effectively plan for, manage and deploy their IT infrastructure to meet the strategic and operational needs of the organization. Students will be introduced to key issues and management approaches relating to managing IT infrastructure in global enterprises. Through individual and team based activities (cases, discussions,

	presentations, research), students will explore alternatives, perform analysis and ultimately develop a high level strategy for an IT organization. In addition to the text, cases and assignments will be used to reinforce understanding of the concepts, and provide an opportunity for enhancing communications skills (oral and written). Classroom sessions will consist of lectures, open seminar type discussions, and small case examples. Students are expected to participate actively in class discussions, perform research and analysis, and present their work and findings to the instructor and their peers. Open, direct, and informed discussion is expected from all participants in the class. This requires each student to have read the textbook, completed the necessary assignments, participated effectively in group assignments, and conducted additional research as required.
Pre-requisites	ITSS 3300 and (MATH 1326 or MATH 2414 or MATH 2419) and (MATH 2333 or OPRE 3333 or MATH 2418 or MATH 2415 or CS 2305).
Course Description	Management of the information technology within an organization is a critical activity. Students will be introduced to key issues relating to managing IT resources and IT projects. Topics include IT infrastructure, IT investment, management of IT, and planning and management of projects related to IT infrastructure.
Student Learning Objectives/Outcomes	1. Explain current trends in information and communication technology (ICT) infrastructure and their impacts on ICT infrastructure management. 2. Analyze current ICT infrastructure plans and practice, and assess their degree of alignment with organization business and strategic goals (Describe how effective IT Infrastructure Management requires strategic planning and alignment from both the IT and business perspectives in an organization). 3. Demonstrate an understanding of the need for achievement of interoperability in enterprise-wide ICT infrastructures. 4. Describe the business value and processes of ICT services in an organization and apply that knowledge and skill to a workplace scenario.
Required Texts & Materials	Schiesser, Rich (2010). IT systems management (2nd ed.). Upper Saddle River, N.J. : Prentice Hall. ISBN or ISSN: ISBN: 9780137025060 (hardcover : alk. paper); ISBN: 0137025068 (hardcover : alk. paper); ISBN: 9780136123521; ISBN: 013612352X • Notes: **Available online in Safari through the Library**

	Gilani, Zafar.; Salam, Abdul.; Ul Haq, Salman. (2015). Deploying and managing a cloud infrastructure: real world skills for the CompTIA Cloud+ Certification and beyond. Indianapolis: Wiley-Sybex. 978-1-118-87510-0 • Notes: ***NOT Available*** **online in Safari through the Library** Cases (See eLearning for link to purchase): 1. Derrick Neufeld & Liliana Lopez Jimenez. 1-888-JUNK-VAN, Richard Ivey School of Business, University of Western Ontario, W11145-PDF-ENG 2. Mark Jeffery, Joseph F. Norton & Derek Yung. MDCM, Inc. (B): Strategic IT Portfolio Management, 2006, Kellogg School of Management KEL172-PDF-ENG 3. Robert D. Austin & Jeremy C. Short. IPREMIER (A): Denial of Service Attack (Graphic Novel Version), 2009, Harvard Business School 609092-PDF-ENG
Enrichment	I will post a variety of other resources as readings or supplemental references in the **Readings** and **Resources** pages in eLearning.

Assignments and Schedule
(expect changes in the schedule - see eLearning for changes to Schedule)

Week	DESCRIPTION
1	**PART 1 - Introduction to IT Infrastructure** Aug 23 – Session 1 Introduction Aug 25 – Session 2 Trends in IT Management Exercise: Top IT Trends Videos Introduction to Group Projects - Assign Groups
2	Aug 30 – Session 3 IT Capability Maturity Framework (IT-CMF) Readings: • Executive Overview: IT Capability Maturity Framework • Schiesser, Chapter 3 • Schiesser, Organizing for Systems Management

	Sept 1 – Session 4 Data Centers Readings: • BCS Foundation Certificate in Data Centre Infrastructure Syllabus (Version 1.2 March 2015) • Schiesser, Chap 18
3	Sept 6 – Session 5 Data Centers (Continued) Readings: • BCS Foundation Certificate in Data Centre Infrastructure Syllabus (Version 1.2 March 2015) • Schiesser, Chap 18 Assignment #1 (Individual) – Job postings **PART 2 - IT Management and Governance** Sept 8 – Session 6 Managing IT Like A Business Readings: • Schiesser, Chap 4 • Schiesser, Chap 15
4	Sept 13 – Session 7 Managing IT Like A Business (continued) Sept 15 – Session 8 Managing the IT Budget Managing IT for Business Value
5	Sept 20 – Session 9 Managing the IT Capability Readings • Schiesser, Chap 3 • Peter Weill and Jeanne Ross, "IT Governance on One Page" Sept 22 – Session 10 Managing the IT Capability (continued) Assignment #2 (Group) - MDCM, Inc. (B): Strategic IT Portfolio Management

6	Sept 27 – Session 11 Process Frameworks Overview Readings: • Chapters 2 and 3, IT Governance Using COBIT® And VAL IT™: Student Book, 2nd Edition Sept 29 – Session 12 ITIL - IT Systems Management Governance Readings: • ITIL®: The Basics • Cross-Reference ITIL® V3 and MOF 4.0 • Schiesser, Chap 6 • 2014 Campbell Case Study (http://ibit.temple.edu/wp-content/uploads/2014/11/IBITReport_CampbellSoup.pdf) Assignment #3 (Individual) – Process Framework
7	**PART 3 – Managing the IT Infrastructure** Oct 4 – Session 13 Cloud Concepts and Models Readings: • NIST, The NIST Definition of Cloud Computing, Special Publication 800-145 • Krishnun Sansurooah. An Overview of Cloud Computing Challenges and Its Security Concerns (http://ro.ecu.edu.au/cgi/viewcontent.cgi?article=1143&context=ecuworks2012) • Practical Guide to Cloud Computing (http://www.cloud-council.org/PG2CC_v2.pdf) • Conway, The IVI Cloud Computing Life Cycle • Salam et al, Chapters 1, 12, 10 • Schiesser, chap 22 Oct 6 – Session 14 Cloud Concepts and Models (continued) Review for Exam 1 Assignment #4 (Group) – Introducing New IT Capabilities

8	Oct 11 – Session 15 Virtualization Readings • Salam Chapters 2, 7 • Virtualization: Benefits and Challenges (An ISACA Emerging Technology White Paper, Oct 2010) Assignment #5 (Individual) – Environmental Attributes and Cultural Differences **Oct 13 – Session 16** **EXAM 1**
9	Oct 18 – Session 17 Infrastructure Readings: • Schiesser, chap 13 • Schiesser, chap 12 • Salam et al chapters 7, 8, 9 Oct 20 – Session 18 - Infrastructure (continued)
10	Mar 21 – Session 19 Resource Management Readings: • Salam et al, Chapters 4, 8, 7 , 10 Mar 23 – Session 20 - Resource Management (continued) Assignment #6 (Group) – Case: 1-888-JUNK-VAN
11	Nov 1 – Session 21 Systems Management Readings: • Schiesser, Chap 9 • DevOps Overview (ISACA) • Schiesser, Chap 10 • Schiesser, Chap 14

	Nov 3 – Session 22 Systems Management (continued)
12	Nov 8 – Session 23 Systems Management (continued) Assignment #7 (Individual) – Big Box Company Nov 10 – Session 24 Systems Management (continued) Readings: • Salam et al, Chapter 4 • Schiesser, Chap 8
13	Nov 15 – Session 25 Security, Availability, Privacy and Compliance Readings: • Schiesser, Chap 7, 16 • Salam et al, Chapter 11 Nov 17 – Session 26 Security, Availability, Privacy and Compliance (continued)
14	***NOV 22 & 24 - FALL BREAK HOLIDAY***
15	Nov 29 – Session 27 Business Continuity/Disaster Recovery Readings: • Schiesser, Chap 17 • Salam et al, Chapter 12 Assignment #8 (Group) - iPremier (A): Denial of Service Attack Dec 1 – Session 28 Process Management Readings • Schiesser, Chap 19, 21

16	Dec 6 – Session 29 Assignment #9 (Group) - Group report due/Group Project Presentation – Consulting Recommendations Exam Review
TBD	**EXAM 2 – (Comprehensive, emphasizing chapters & material covered since Exam 1)**

Course and Instructor Policies

Grading

This class assumes the student is working in a business environment. Considerable attention (and grading premium) will be given to **following directions** (both written and in class). All assignments will be graded based upon the appropriateness of its presentation, as well as on its content.

Grade Components

Assignment 1 – Job Postings	Individual	100 points
Assignment 2 - MDCM	Group	100 points
Assignment 3 – Process Framework	Individual	100 points
Assignment 4 – Introducing New IT	Group	150 points
Assignment 5 - Environmental Attributes and Cultural Differences	Individual	50 points
Assignment 6 - 1-888-JUNK-VAN	Group	100 points
Assignment 7 – Big Box Company	Individual	100 points
Assignment 8 - iPremier	Group	250 points
Exam 1	Individual	200 points
Exam 2	Individual	250 points
Attendance / Participation	Individual	100 points
Total		**1,500 points**

Final letter grades are assigned based on the following scale:

A+ ≥ 96.7%	B+ ≥ 86.7%	C+ ≥ 76.7%	D+ ≥ 66.7%	F < 60.0%
A ≥ 93.3%	B ≥ 83.3%	C ≥ 73.3%	D ≥ 63.3%	
A- ≥ 90.0%	B- ≥ 80.0%	C- ≥ 70.0%	D- ≥ 60.0%	

eLearning	eLearning is used extensively throughout the course. Please make sure you are able to access and use eLearning effectively. For more details, please visit the eLearning Tutorials webpage for video demonstrations on numerous tools in eLearning. eLearning will be used for class content (e.g., class slides and assignment descriptions) and the recording of grades. Slides will be posted in eLearning before class is held. Class announcements (e.g., change in assignment dates) will be sent to the student email on record in eLearning. It is the students' responsibility to regularly check their UT Dallas email accounts.
Changes	The course will be very dynamic, so EXPECT changes. Changes in assignments or schedules will be posted on eLearning.
Assignments	All assignments, unless specifically marked as a Group Assignment, and all exams are to be individual efforts. You are not to collaborate with other students, or to discuss homework or programming assignments with other students prior to submission. Copying of homework, programming assignments, or exams, in whole or in part, from other students or from assignments from previous semesters will be considered to be an act of academic dishonesty. All assignments will be submitted through eLearning. Submission of assignments by e-mail is *not* acceptable unless prior permission of instructor is obtained. Students are expected to submit all assignments on time. Assignments are due at 4 pm on the day noted in the Syllabus. Assignments submitted after the deadline will be considered late.
Make-up exams, Extra Credit and Late Work	Makeup exams may be given in the case of student's illness, family emergency, or religious holidays only. Please notify the instructor 1 week prior to the exam if you require a make-up exam and include a reason why a make-up exam is necessary. The student must make every effort to contact the professor prior to the exam if they cannot take the exam at its scheduled time. Class assignments cannot be made up. Opportunities to earn extra credit will not be provided. A one grade penalty per day the assignment is late will be assessed on all late assignments. A penalty of **10% of the assignment value per day** (including weekends) is assessed on late assignments beginning on the day due.
Class Participation and Attendance	Attendance is extremely important. Students are expected to attend all classes in order to achieve maximum success Students are required to participate in class discussions. Please inform the instructor and your team mates in advance of your absence. Attendance will be taken and used in consideration for the course grade; however, this grade will also reflect the instructor's judgment of the value of contributions to class discussion. There is no makeup for missed in-class assignments.

Classroom Citizenship	**Meaningful Class Participation:** You are expected to actively participate in the discussion of readings, contribute to the learning experience of the class, and meaningfully contribute to all group project work. Poll Everywhere will be used to assess class participation and a peer evaluation will be performed to assess group project participation. Active, consistent participation in class is an essential part of the learning experience. Meaningful participation in the class discussion is valued and needed. Meaningful participation means making a contribution to our discussion, not merely talking, and it does not mean repeating facts in the readings or simply agreeing with what others have said. Nor does it mean making a point here or there. Our interest is not in "right" or "wrong," it is whether you have made a contribution to the development of the issues under study; whether you have moved the class forward. One clear way of making a contribution is to critically evaluate the comments of your classmates where needed; it is not the instructor's duty alone to decide whether a remark is of value. Failure to participate and contribute penalizes you and the class in many ways: (1) you lose incentive to prepare the readings and case properly; (2) you lose the chance to further develop your oral communication skills; (3) you deprive all of us of your insights; (4) your ideas do not get scrutinized and evaluated by others. **Respect and Dignity:** At UT Dallas we appreciate and foster the many advantages that come from working in a diverse community where everyone is treated equitably, with dignity and respect. The University of Texas at Dallas is committed to providing an educational, living and working environment that is welcoming, respectful and inclusive of all members of the university community. An environment that is free of discrimination and harassment allows members of the university community to excel in their academic and professional careers. To that end, to the extent provided by applicable federal and state law, the University prohibits unlawful discrimination against a person because of their race, color, religion, sex (including pregnancy), national origin, age, disability, genetic information, or veteran status. The University's commitment to equal opportunity extends its nondiscrimination protections to include sexual orientation, gender expression and gender identity. Students are expected to recognize and respect a diversity of backgrounds and opinions among their fellow students. They should demonstrate respect for all students as an individual, recognizing that students may bring differing backgrounds, opinions and insights into the classroom.
Instructor Response Policy	The instructor will respond to all student inquiries (emails, voice messages, etc.) within 48 hours (excluding holidays and weekends).
Scholastic Honesty	The University is committed to academic excellence and expects academic honesty from all members of the University community and believes that it is essential for academic excellence and integrity. Academic honesty

	includes adherence to guidelines established by the instructor in a particular course for both individual and group work. It prohibits representing the work of others to be one's own (plagiarism); receiving unauthorized aid on an assignment (cheating); and using similar papers or other work products to fulfill the obligations of different classes without the instructor's permission. Penalties for academic dishonesty may include a grade of "F" on the work in question or for the course. In addition, any student engaged in academic dishonesty will be subject to disciplinary action. Please refer to the **UT Dallas Syllabus Policies and Procedures** website (see below) for detailed information pertaining to academic dishonesty, including procedures for determining disciplinary action. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.
Course Evaluation	As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester. An online instructional assessment form will be made available for your confidential use. A link to an online instructional assessment form will be emailed to you for your confidential use.
Comet Creed	*This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:* ***"As a Comet, I pledge honesty, integrity, and service in all that I do."***
UT Dallas Syllabus Policies and Procedures	*The information contained in the following link constitutes the University's policies and procedures segment of the course syllabus. These include:* • *Technical Support* • *Field Trip Policies, Off-Campus Instruction and Course Activities* • *Student Conduct and Discipline* • *Academic Integrity* • *Copyright Notice* • *Email Use* • *Class Attendance* • *Withdrawal from Class* • *Student Grievance Procedures* • *Incomplete Grade Policy* • *AccessAbility Services* • *Religious Holy Days* • *Resources to Help You Succeed* *Please go to http://go.utdallas.edu/syllabus-policies for these policies.*

	Campus Carry - The University's concealed handgun policy is posted on the campus carry website: https://www.utdallas.edu/campuscarry/

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.