

Best Practices in IT Service Management

- **Instructor:** Achilles Georgiu (See last page for bio sketch)
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Office: N13/511
Office hours: 1 hour before or after the class meets, upon prior agreement
- **Credits:** 2+2
- **Term:** Winter and Spring 2018-2019
- **Course level:** MA/MSc
- **Prerequisites:** No prerequisites

Course Description and Objectives

The growing realization that IT management cannot be purchased out-of-the-box has led to increasing interest in IT operational processes. Various standards, such as the IT Infrastructure Library (ITIL) and the Controls Objective for Information and Related Technology (COBIT) standard, are used extensively in Europe and have gained wide acceptance as comprehensive methodologies for improving the effectiveness of IT Service Management (ITSM). Implementation of a robust IT management infrastructure is as much an exercise in organizational change as it is a technology implementation. Operational capability is therefore acquired in an evolutionary manner, over time, through the application of a continuous improvement methodology that addresses the combination of people, process, and tools components. We define operational capability as: "The combination of people, process, and tools that provides an organization with the ability to deliver IT services to an agreed upon service level in a predictable fashion with acceptable risk and cost."

The scope of this course is to present the IT management framework by covering all three aspects of it (People, Process and Tools). This course will study IT service management from an integrated and holistic viewpoint, providing the participants with a usable map of this complex field.

The main objective of the course is to share practical knowledge. In order to achieve this, we will need to establish strong interactive sessions by bringing into the class real examples and field experiences.

Learning outcomes

Upon successful completion of this course, the student will:

- be able to define the IT Service Management Framework
- see the world of IT operations with a Service Oriented approach
- have a clear understanding of the common language of IT Service Management
- get familiar with the IT operational processes and the various standards
- have an overview of the basic features of tools commonly used in ITSM
- be familiar with the human oriented areas that need to be considered
- have increased understanding of Service Level Management life-cycle
- have a clear picture of Service Relationship Management (roles & responsibilities)
- will have basic knowledge and skills to recognize the contributions of IT service management to business-driven decision making

Reading list

In order to establish the common language, the reading of the "An Introductory overview of ITILv3" is strongly recommend. The booklet is just 58 pages and can be downloaded from moodle.

Assessment

The course grade will be based on a number of different evaluation elements.

- Individual class participation 20%
- Minute Papers 20%
- Role play team negotiations 20%
- Mid-term and Final Exam 40%

The instructor reserves the right to adjust the scale, that is, to grade on a "curve", should he find that significantly more than the usual number of students would not pass the course under the indicated grading scale or should the distribution of the grades represent an unrealistic pattern.

Individual Class participation – 20%

20% of the grading points will be earned by a student for class participation.

Class activities include:

- Evidence of preparation,
- Contributions to class discussion,
- Bringing real life examples based on own working experience,
- Raising thought provoking questions

These points are subjective by nature. The instructor will do his best to be as fair as possible but this grading element is not open for discussions.

Minute Papers – 20%

In the beginning of each session minute papers will be filled out by the students.

NOTE: you are expected to read the Reading Pack items for the designated lectures. Prior to each lecture, a Reading Pack item will be assigned for the next lecture. The answers to the questions always can be found on the previous presentations. If you miss a lecture, be sure to check this out. Thus, the excuse 'I did not know about this' is not acceptable.

Role play team negotiations – 20%

This element evaluates case related and practical skills acquired during the course. Students are placed in realistic management scenarios by participating in a role play situations where business managers and technology managers are negotiating business initiatives with the help of technology.

The Instructor's intention is to bring C-level people from the field in order to establish a real-life situation within the classroom.

Mid Term and Final Exam - 40%

Answering approximately 40 multiple choose questions (similar to an ITIL Foundation exam).

Academic Integrity

The Instructor expects all students to adhere to the fundamental principles of academic integrity in any and all behaviours associated with their course work and otherwise, as stated in the CEU Honor Code (see Student Handbook). Attempted cheating of all forms is treated extremely seriously and can result in dismissal from the University.

Course schedule and materials for each session

All classes will be interactive in format, and the expectation is that all students will thoroughly prepare and actively participate. A combination of lectures, debate discussion, team presentations, and written assignments will be used.

Session #1 5th of January, Saturday (09.00 - 12.30) 200 min.

Introduction, IT Management Framework - People

High level introduction of the IT Management Framework. Exploring People component of ITMF by covering areas like organising, skill development, resourcing, workforce and knowledge management.

Session #2 10th of February, Sunday (13.30 – 17.30) 200 min.

Minute Paper

IT Management Framework - Processes (part 1)

During this session we will cover 2 of the main ITILv3 areas Service Strategy and Service Design by covering the purpose, the key principles, the key processes & activities and the key roles & responsibilities of them.

Session #3 1st of March, Friday (17.30 - 21.00) 200 min.

Minute Paper

IT Management Framework - Processes (part 2)

Continuing from session 2 we will discuss about the Service Transition by covering the purpose, the key principles, the key processes & activities and the key roles & responsibilities of them.

Session #4 9th of March, Sunday (09.00 – 12.30) 200 min.

Minute Paper

IT Management Framework - Processes (part 3)

Continuing from session 3 we will cover the remaining 2 of the main ITILv3 areas Service Operation and Continual Service Improvement by covering the purpose, the key principles, the key processes & activities and the key roles & responsibilities of them. As an addition we will discuss the concerned processes like project management and the Software development life-cycle.

Session #5 6th of April, Saturday (09.00 - 12.30) 200 min

Mid Term Exam

Service Relationship Management

What are the main roles and responsibilities within IT organisation? How IT organizations should look like in small or large enterprises? What skills and resources are needed or not? We will talk about the different interaction levels between business and IT, what are the communication channels and the proper escalation lines.

Mid Term Exam: Answering 40 multiple choose questions (similar to an ITIL Foundation Exam).

Session #6 13th of April, Saturday (09.00 – 12.30) 200 min

WorkShop

Service Oriented Approach and Service Level Management

We will discuss the Service Level Management what is the required involvement of business managers in the preparation of a Service Level Agreement. WHAT business can expect from a service and HOW it will get it. We will present the Service Level Management lifecycle and process covering topics like Service Level Agreement, service Catalogue, service Map, Specification Sheet and Service Manual.

Workshop: By forming small teams we will negotiate an SLA.

Session #7 27th of April, Saturday (09.00 - 12.30) 200 min

Minute Paper

IT Management Framework – Tools

During this session we will discuss the tools aspect of the ITM we will explore in detail the technology used to facilitate and automate the execution of the various IT management processes.

Session #8 4th of May, Saturday (09.00 – 12.30) 200 min

Minute Paper

Complementary IT Management Standards

During this session we will discuss about a comprehensive, continuous improvement methodology for IT management that provides a practical framework.

Session #9 TBD (09.00 – 12.30) 200 min

WorkShop

The Essential CIO (Chief Information Officer)

Role and challenges of the CIO, how can they help their organizations adapt to the accelerating change and complexity that mark today's competitive and economic landscape. CIO's mandates come with distinct characteristics that line up with the organization's goals and strategy.

Workshop: By forming small teams we will discuss the key competencies of the CIO.

Session #10 TBD (09.00 – 12.30) 200 min

WorkShop

CxO challenges, The Customer-activated Enterprise

The future CEO is leading through connections and has identified Technology as the most important external force impacting their organizations. Customers and citizens expect to be treated as individuals, which means knowing what makes each of us "tick": our values, beliefs, habits and quirks. That, in turn, requires much closer collaboration between organizations and the people they serve.

Workshop: By forming small teams we will discuss the key challenges of the CEO.

Session #11 TBD (09.00 – 12.30) 200 min

Role Play

Team negotiations

Role play negotiations based on real life scenario

Guests: C-level guests upon availability

Session #12 TBD (09.00 – 12.30) 200 min

Final Exam

Closing Session

Final Exam: Answering 40 multiple choose questions (similar to an ITIL Foundation Exam).

Closing: Reflect your learning & target achievements

Brief Bio of the Instructor

Achilles Georgiu is the Program Director of MSc in Technology Management & Innovation and the Industrial Director of MSc in Business Analytics program at the Department of Economics and Business in CEU. He is also a Senior Adjunct lecturer of Digital Transformation and Leadership courses at the various MSc programs of the school. Besides MSc degrees in Computer Sciences and Informatics Management, he has more than 20 years of international and multicultural experience from the field and ample knowledge of standard IT management and control frameworks with special focus on personalized human motivation, team building and performance management. He worked for several international companies and he is currently working at IBM as the Technology Support Services Director and being a Subject Matter Expert of solution sales and cross industry specializations. As an Opinion Leader, his personal objective is to burn pictures in people's mind via metaphors and visual stories in order to transform them to future e-Leaders, who understand technology evolution and the adaptation to everyday business environment. (for more: www.georgiu.hu)

ver 1.3 @ 03.01.2019