UiO : University of Oslo

IN5431 – Jan 19 2021

IT and management – introduction



Agenda

1. Introduction
2. The curriculum in more detail
3. The course assignment



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Introduction







«Be generous and tolerant – more generous and tolerant than you feel comfortable with"

«Dare to take a stance»

«Try to stay calm. It is a job, and you do the best you can»

Karen Dolva, CEO, No Isolation



«Be stubborn on the vision but flexible on detail"

«Failures need to become a badge of honor. If you learn from your failures, you will become better in the future.»

«The proposal for anything new needs to be meticulously and collaboratively planned by teams. »

Werner Vogels, CTO, Amazon

Sources:
https://podcasts.apple.com/in/podcast/karen-dolva-no-isolation/id1046838131?i=1000473942872 (in Norwegian)
https://www.obforum.com/article/advice-from-amazons-cto-experiment-more-measure-relentlessly-and-learn

Why do we need management?

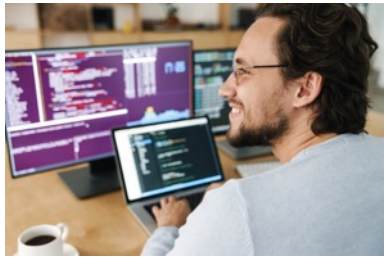


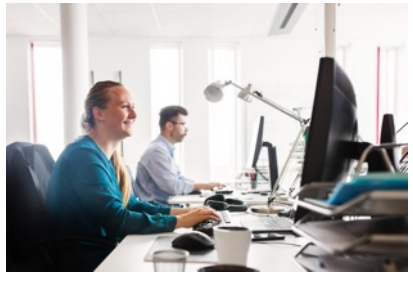
Prioritization is essential to all management

- In a typical organization, there is no shortage of good suggestions for improvement – both from internal and external stakeholders
- An important part of management work is to:
  - Understand the current situation: how is the organization fit for current and forthcoming challenges?
  - Categorize and analyze possible options to improve
  - Prioritize these options and then initialize concrete initiatives to achieve the desired results

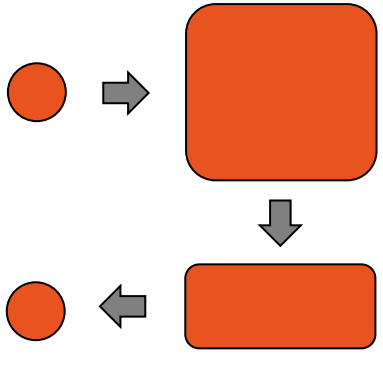


«How does the interplay between people, processes and technology affect the adoption and application of IT in an organization?»

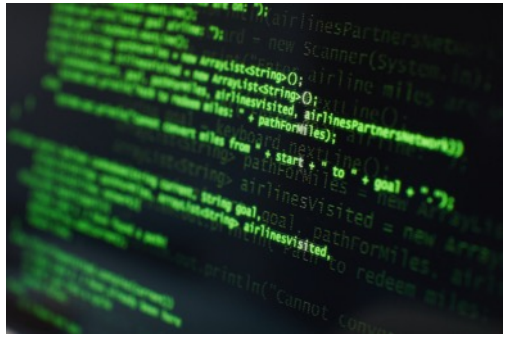




People



Processes



Technology

«What are typical frameworks and tools used to understand and manage IT within and between organizations?»

- Here, the term «tools» is used to describe management tools.
- Management tools are typically frameworks and (more or less) standardized processes to reach their desired goals



What are management tools used for?

- Increase learning from experience – too often denoted «best practice»
- Form a basis for conversation by defining terms and structures to organize
- Help coordinated movement in the right direction
- Frameworks can be more or less formal and complete







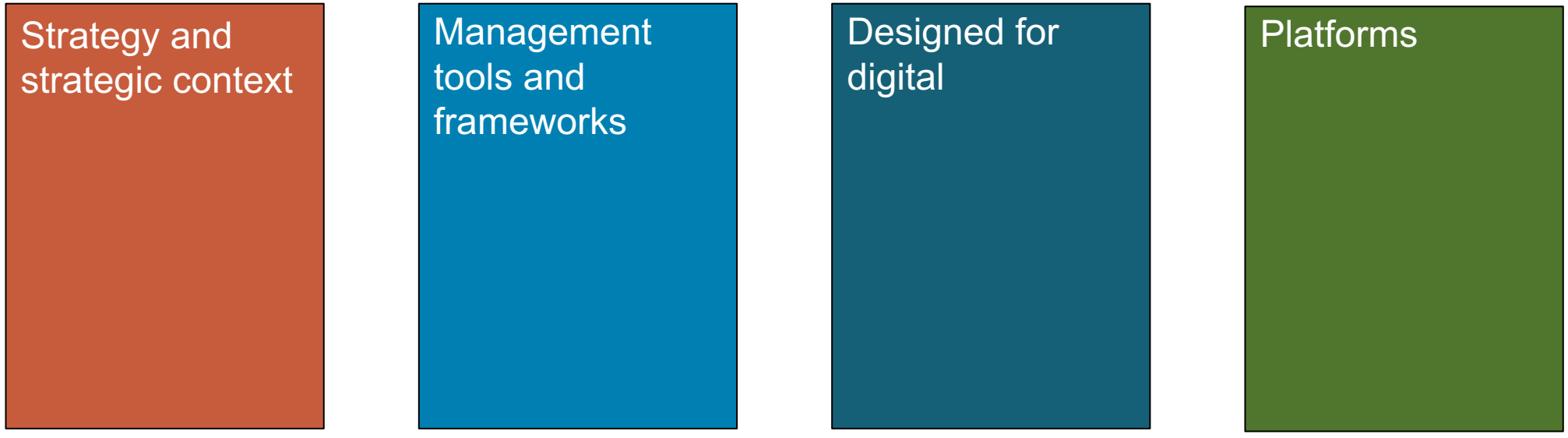


The curriculum in more detail

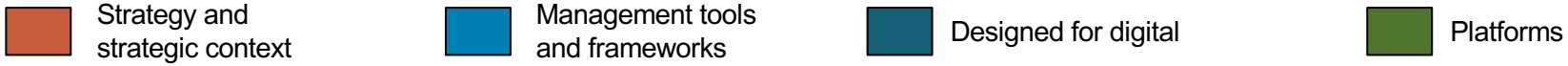
Learning outcomes

- Describe typical challenges related to IT management and governance, project management, change management, and enterprise architecture in organizations.
- Present and discuss typical tools to meet these challenges.
- Discuss the challenges of inter-organizational and national IT governance
- Perform basic business process mapping
- Discuss how a given organization's processes, systems and structure may affect its efficiency, its ability to change, and to what extent it is prepared for innovation
- Assessment: Deliverables + Oral exam

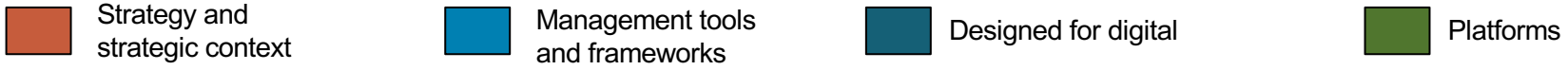
Course outline



Dato	Tid	Aktivitet
Wed Jan 19	12:15–14:00	Introduction of course and seminar
Wed. Jan 26	12:15–14:00	Strategy, governing documents and other structural frames: what does it mean, and what is the importance of IT?
Wed. Feb 2	12:15–14:00	Introduction to relevant tools and frameworks
Wed. Feb 9	12:15–14:00	Tools and frameworks 2: concept selection and alternative analyzes with a business case
Wed. Feb 16	12:15–14:00	Tools and frameworks 3: projects (Prince 2 and "devops")
Wed. Feb 23	12:15–14:00	No lecture this week
Wed. Mar 2	12:15–14:00	Tools and frameworks 4: IT Governance.
Wed. Mar 9	12:15–14:00	Tools and frameworks 5: Process- and system modeling.
Wed. Mar 16	12:15–14:00	Designed for digital: Digital Business Design and Building Shared Customer Insights



Dato	Tid	Aktivitet
We. Mar 23	12:15–14:00	Agile organizations. Case: Oslo Origo
We. Mar 30	12:15–14:00	Designed for digital: Operational Backbone. Deliverable 2 Handout
We. Apr 6	12:15–14:00	Designed for digital: Building a Digital Plattform
We. Apr 20	12:15–14:00	Designed for Digital: Accountability Framework and External Developer Platform + Summary. Deliverable 2 - submission
We. Apr 27	12:15–14:00	"Lederskapets dilemma når hierarkiene faller" + Felleskomponenter
We. May 4	12:15–14:00	Platforms and ecosystems from an organizational perspective
We. May 11	12:15–14:00	Q&A
We. May 18	12:15–14:00	No lecture this week



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We. Apr 6		
We. Apr 20		
We. Apr 27		
We. May 4		
We. May 11		
We. May 18		

Lecture content and sequence could be adjusted.

Covid-19: we hope most lectures after the second will be onsite.

Thanks for your assistance in making this work.

Strategy and strategic context

Management tools and frameworks

Designed for digital

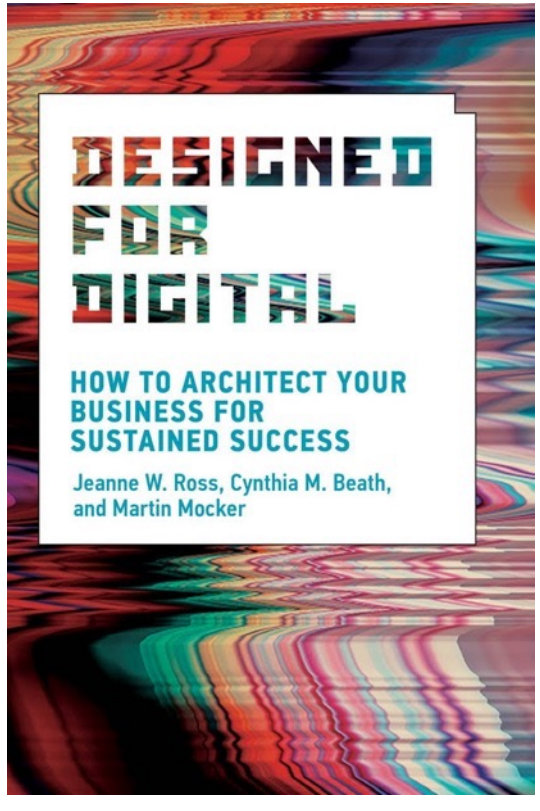
Platforms

Next:

- 15 minutes break
- The book «Designed for digital»
- On the group assignment

Book – Designed for digital

- Lectures 30/3-20/4
- Different from «infrastructure theory»
  - Management oriented
  - More «rational»
  - Deductive
- MIT school
  - Weill and Ross (IT governance, IT architecture)
- Buy it!



Design the company for digital success

- Focus on companies that are not designed for digital
- «Business leaders have long taken the responsibility for defining strategy, establishing structures, and measuring outcomes to make their companies successful. They are less like likely to own responsibility for designing the interactions among their people, process, and technology to ensure their companies can execute new digital strategies»
- Two forms of digital transformation: *Digitize* the company (i.e. use digital technologies to enhance operational efficiencies) and one that pursues new *digital* value propositions (i.e. uses digital technology to rapidly innovate new digital offerings – the focus of this book).
- SMACIT: Social, mobile, analytics, cloud, The Internet of Things

Challenges

- Incumbent organization are often silo-oriented:
- Break up the silos
  - OB+DP = digital offerings used both internally and externally
  - Cross-section collaboration (innovation groups etc)
  - Customer-orientation
- Solution: «the holistic organizational configuration of people (roles, accountabilities, structures, skills), processes (workflows, routines, procedures), and technology (infrastructure, applications) to define value propositions and deliver offerings made possible by the capabilities of digital technologies»

How do companies Transform for Digital?

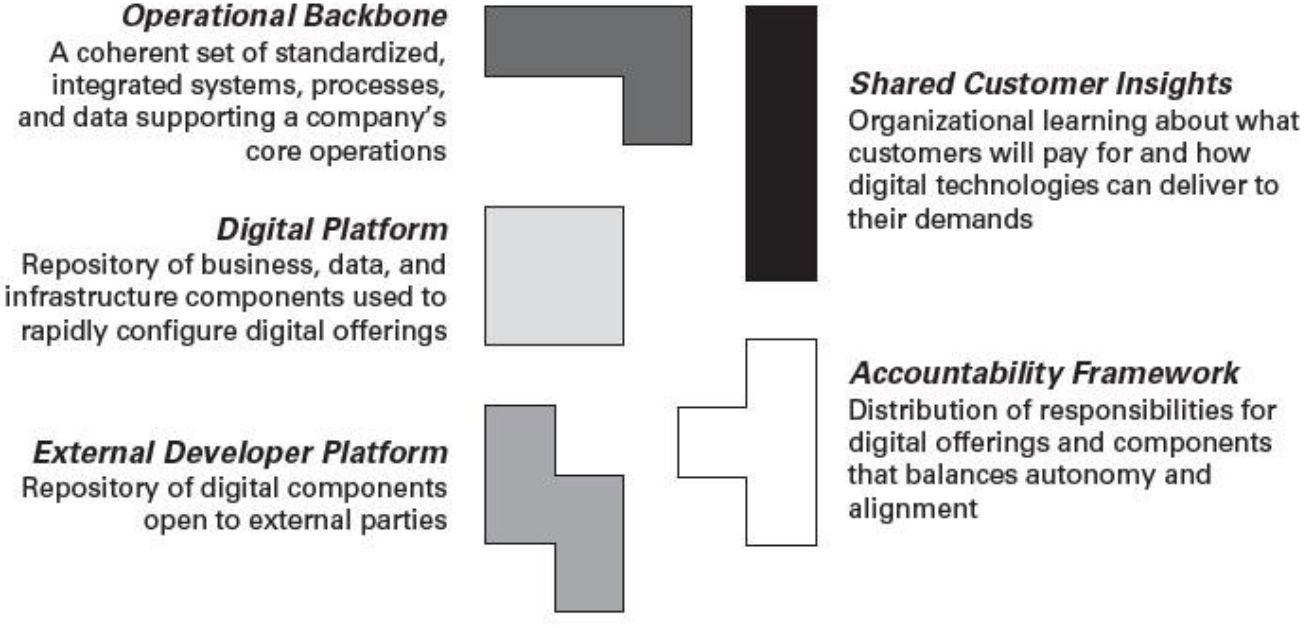


Figure 1.1
Five building blocks for a digital transformation

Group sessions and the course assignment

Group sessions in general

- Working on deliverables
- Presenting deliverables
- Solving cases related to lectures (from the previous week)
- Reflect and discuss important concepts

Group sessions starting 24/1

- Possibility to create groups – get to know the other students
- More information about the case
  - Examples from last year
  - What is a good case?

Start thinking about:

- Create groups, 3-4 pr. group
- Think about if you have a case that can be interesting
  - Deliverables is about IT management in one specific organization
- Thoroughly read through both the deliverable requirements
- Reach out to relevant organizations
  - Make appointments with the organization – when can they meet for interviews, etc.?

Submit the group to us (before 31st January)

- Find a group and mail us the full group composition (susansem@ifi.uio.no, easnelli@ifi.uio.no)
  - Only one from each group (but CC the rest of the group members)
  - Include full name and username
  - If you have found a case, include organization name as well

Grading

- Deliverable (1, 2) + home exam = 40%
  - Groups may be evaluated on progress.
- Written individual exam 60%
- The final grade is a overall assessment

- In groups: Deliverable 1 and 2
- Individual: home exam + written exam

Assignment dates

Assigment	Hand-out	Hand-in	Presentation
Deliverable 1	26/1	2/3	Report + Presentation (In group seminar)
Deliverable 2	26/1	20/4	Report + Presentation (In group seminar)
Deliverable 3	Home exam late May/Early June		
Written exam	JUNE	JUNE	Presentation + individual questions