

SOME HELP IN PREPARING FOR THE ORAL EXAM IN IN5430

Refer to the learning outcomes on the course web site:

Learning goal no. 1:

- ***have insights on common approaches, models and frameworks for IT governance, project management and enterprise architectures in organizations***

Can you describe the core aspects of Weill and Ross' approach to IT governance? Explain (and exemplify) each of the categories used in the Governance Matrix.

Drawing from the PMI approach, can you describe the main process groups of a project and the main tasks/challenges and inputs/outputs of each? Can you mention some planning and monitoring tools and techniques used for project management? What does the notion of "critical path" mean? Describe how agile projects differ from traditional projects – what does this mean for project management? What are common challenges in large-scale agile projects?

What does the notion of Enterprise Architecture point to? Can you mention a couple of frameworks for Enterprise Architecture? Describe what the four operating models refer to. What are the challenges associated with so-called "silo systems"? How does a service-oriented approach differ? What are core aspects of a Service-Oriented Architecture? What are the key benefits of service-oriented architectures? Do you see any new challenges emerging from a service-oriented architecture as opposed to a "silo-based" architecture?

Learning goal no. 2:

- ***know theoretical perspectives to understand the opportunities and challenges associated with IT governance, project management and enterprise architectures***

Why do we need IT governance/what is the key problem IT governance is intended to resolve? What is the difference between "governance" and "management"?

Can you briefly discuss the relation between *standardization* and *innovation*?

What does the terms *heavyweight* and *lightweight IT* point to? The term bimodal IT is often used, what does the concept point to? What are governance challenges related to this? How can management/managers govern lightweight IT? (in an organizational context)

How do platform architectures differ from silo-based architectures? What needs to change if a silo-based architecture should move towards a platform-type of architecture?

Define *generativity* and explain how information infrastructures evolve through generative mechanisms. Is the nature of generativity different between heavyweight and lightweight IT? (how/why?)

Learning goal no. 3:

- ***have an understanding of the challenges of inter-organizational and sector-wide IT governance***

What makes governance of inter-organizational IT systems/information infrastructures different from organizational IT systems/information infrastructures? Explain and exemplify what *collective action dilemmas* means in the context of inter-organizational shared solutions/infrastructures. Describe how the two cases (e-prescription and Wikipedia) illustrate governance challenges (and ways to address them) in inter-organizational systems/shared information infrastructures.

The lectures from the health sector (IT governance in the South-East Health region and national IT governance) exemplified challenges and possible ways to deal with governance in a context with multiple organizations. Describe what you learnt from each of the two cases and the core differences between the regional and national level.

Describe what the notions of a *platform* and *platform ecosystem* point to. How may a platform owner implement governance? What is the difference between governance of traditional organizations and platform governance? What are key similarities and differences Weill & Ross' and Tiwana's governance models? Regarding Tiwana's model: Identify and discuss potential areas the four decision rights of platform governance do not address. Describe the four process control mechanisms of platform governance and outline potential challenges of making them operational.

Learning goal no. 4:

- ***are able to describe the connection between governance models and enterprise architectures***

What is the relationship between the operating model, enterprise architecture and IT governance? Which changes occur as a company moves along the "maturity curve" of its Enterprise Architecture, and which implications do these changes have for IT governance?

Learning goal no. 5:

- ***can plan, organize, and report from a project where you collect and analyze data to document and assess the IT governance model of an organization***

(This goal is largely covered by the group project). Possible additional topic for discussion: When applying the Governance Arrangement Matrix in your project case, did you encounter any challenges in applying it (which, why)?

Learning goal no. 6:

- ***have a practical and theoretical basis for critical reflection on how IT is managed***

Reflect on the difference between an IT strategy and a digital business strategy. Traditional governance does, to some degree, rely on a "command and control" logic - discuss limitations and alternatives to this in the context of digitalization.