IN5431 – Jan 18 2024

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

THE SOFT SIDE OF
software

Views from the Top

TRY TO SEE THINGS FROM A MANAGER'S PERSPECTIVE

KATE MATSUDAIRA

I can remember the very first software project I worked on. Back then, most programming was for shrink-wrapped software that would spend years in development (since you released only every few years and had long dev cycles because patching bugs was so costly).

For two years I worked on a project, and when it finally shipped, I can remember our VP talking about the launch. I had never had much exposure to him (I was new, a grad straight out of school), but I remember his speech about the launch clearly. He talked about some of the key features and mentioned a few of the people involved.

At the time, I had the impression he was out of touch; the people he recognized weren't the ones who had contributed the most code, and the features he called out were important but not the ones that had been the major engineering challenges. I can remember thinking, *"How can he not know what is going on in his team?"*.

Of course, now, almost 20 years later, my perspective is quite different.

I have had the opportunity to manage very large teams, including some even

acmqueue | september-october 2017 1

> …leading a group of people effectively is dependent on so many factors: the team culture, the organizational goals, and, of course, the individual personalities. What worked really well for one person in one environment doesn't always translate to a new place. That is why adaptability and flexibility are important traits

Matsudaira K. Views from the Top. *ACM queue.* 2017;15(5):5–11

The curriculum in more detail

Learning objectives

- **Knowledge objectives:**

  Know about of typical challenges related to IT management and governance, project management, change management, and enterprise architecture in organizations – and what are typical tools to meet these challenges?

  Be aware of the specific challenges of inter-organizational and national IT governance.

- **General competence:** Be able to reason about 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.

IT executives

- An important goal is to give you a better understanding of what typical Norwegian IT executive works with. To prepare you both to serve in the role yourselves, to work for and with IT executives – or to study them.

- Kotter clearly distinguishes between management and leadership (see Kotter, 2000)

- This distinction is, very simplified
  - Leadership focuses on change, and on aligning people
  - Management focuses on planning, and on organization

- In the everyday life of a Norwegian IT executive, these should be regarded as *modi*. Most IT executives need to combine these modi.

Kotter. (2000). What Leaders Really Do. The Bottom Line, 13(1), 53. https://doi.org/10.1108/bl.2000.17013aae.001

Course outline

Strategy and strategic context

Management tools and frameworks

Designed for digital

Planned lectures (subject to change)

Date	Time	Topic
Fri. 19. Jan	12:15–14:00	Introduction of course and seminar
Fri. 26. Jan	12:15–14:00	Strategy, governing documents and other structural frames: what does it mean, and what is the importance of IT?
Fri. 2. Feb	12:15–14:00	Tools and frameworks 1: Introduction + projects
Fri. 9. Feb	12:15–14:00	Tools and frameworks 2: concept selection and alternative analyzes with a business case
Fri. 16. Feb	12:15–14:00	Tools and frameworks 3: Business processes and IT architecture
Fri. 1. Mar	12:15–14:00	Tools and frameworks 4: IT Governance & platforms.
Fri. 15. Mar	12:15–14:00	Agile organizations

■ Strategy and strategic context

■ Management tools and frameworks

Planned lectures (subject to change)

Date	Time	Topic
Fri. 5. Apr	12:15–14:00	Designed for digital: Digital Business Design and Building Shared Customer Insights
Fri. 12. Apr	12:15–14:00	Designed for digital: Operational backbone and Digital Plattform
Fri. 26. Apr	12:15–14:00	Designed for Digital: Accountability Framework and External Developer Platform + Designed for digital: Summary
Fri. 3. May	12:15–14:00	Q&A

Designed for digital
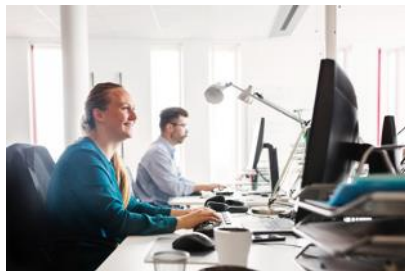
Why do we need management?

Prioritization is essential

- In a typical organization, there is no shortage of good suggestions for improvement – both from internal and external stakeholders

- An important part of the responsibility of the executives of an organization 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
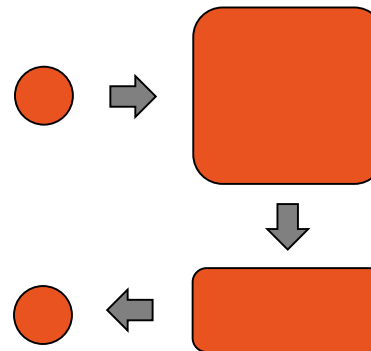
Processes

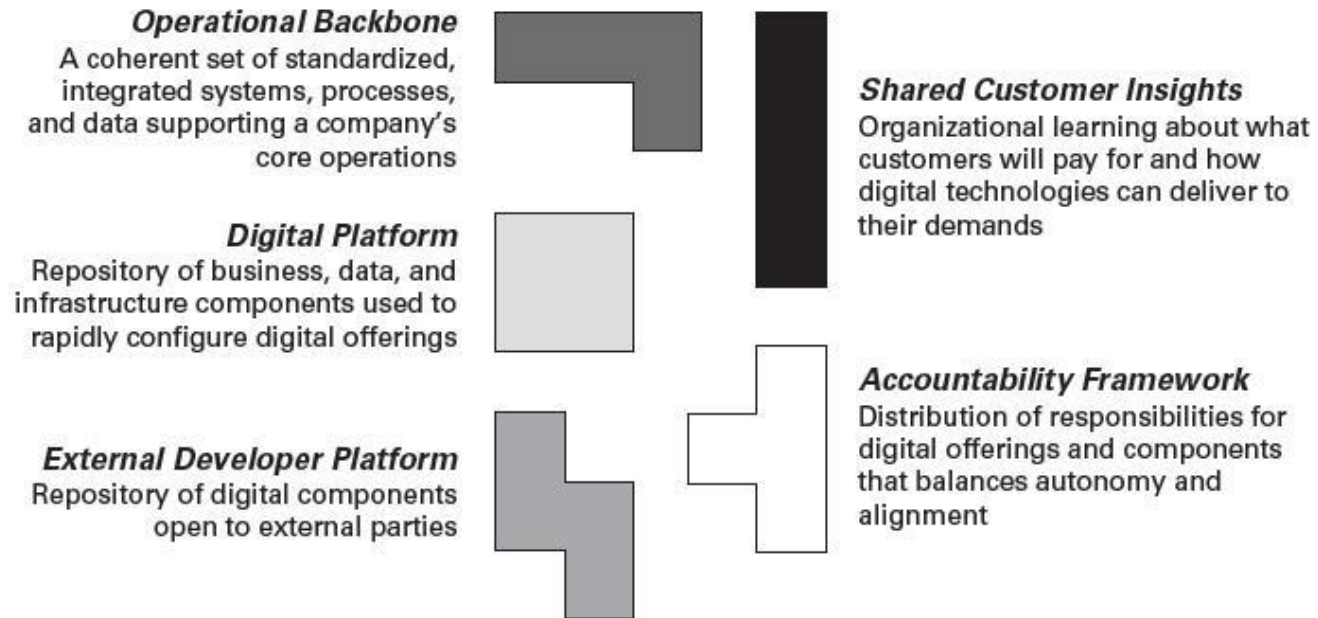Technology

How do companies Transform for Digital?

Operational Backbone
A coherent set of standardized, integrated systems, processes, and data supporting a company's core operations

Shared Customer Insights
Organizational learning about what customers will pay for and how digital technologies can deliver to their demands

Digital Platform
Repository of business, data, and infrastructure components used to rapidly configure digital offerings

Accountability Framework
Distribution of responsibilities for digital offerings and components that balances autonomy and alignment

External Developer Platform
Repository of digital components open to external parties

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 23/1

- 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 (ahmedws@ifi.uio.no , srhellst@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	11/3	Report
Deliverable 2	26/1	22/4	Report
Deliverable 3	22/5	24/5	**Home exam**
Written exam	7/6	7/6	Individual questions