CIO ACADEMY
Global CIO Certification Phase1: Programme Outline

DAY 1
THEME: CREATING VALUE WITH IT

1. Introduction and Overview: Strategies for the Global Digital Economy

Learning objectives: We set the stage by discussing the major trends impacting global businesses and identify the role of IT plays in shaping these. We also look at the historical linkage between IT, business value and productivity.

2. Managing IT for High Return

Learning Objective: What characteristics distinguish firms that derive above-average returns from IT investments from those that don’t?

3. Building Information Capabilities

Learning Objectives: We will explore the differences between having a lot of IT (e.g., hardware, software applications, networks, etc.) versus developing “information capabilities” that matter to customers and other business partners. Further, we will discuss how the right informational capabilities enable firms to differentiate their products/services and increase competitiveness and profitability. We will link business processes and enabling technologies to their financial impacts.

4. Leadership: The Art and Science of Negotiation

Learning Objective: Even though the IT function may create significant value and expand the pie, appropriating the fair share of that value for building sustainable innovation capabilities is non-trivial and will require adroit negotiation skills on the part of the CIO.

DAY 2
THEME: MANAGING IT AS A BUSINESS

5. Valuation
   a. Assessing Return on Investment for IT

Learning Objective: To assess risk, cost and benefits in IT investments and to calculate the NPV of IT initiatives

   b. Making the Business Case for Investing in New IT
Learning Objective: To weigh the costs and benefits of a new technology application, and to consider adoption incentives for various players in the supply chain and to adopt a contingency approach to managing IT projects using real options.

6. The Changing Economics of Service Delivery (VG; Bharti/IBM)
   a. Sourcing Strategies
   b. Designing and Managing Sourcing Relationships

Learning Objective: To understand the complexities involved in managing outsourced projects. To understand the risks and rewards associated with using different types of sourcing models.

7. Leadership: Roundtable Discussion on Creating Influence and Impact
   DAY 3
   THEME: BUILDING A FOUNDATION FOR BUSINESS IMPACT AND INNOVATION

8. Business Intelligence and Analytics

Learning Objective: Provide an understanding about the use of IT to organize large amounts of disparate organizational data-sources and move toward real-time business intelligence.

9. Hands on Analytics

Learning Objective: Make participants aware of the various steps involved in a data mining exercise for a German Credit card issuing company. How can we classify new applicants as “Good” credit or “Bad” credit based on past data?

10. Driving Transformation with IT

Learning Objectives: Introduce participants to:
   - How IT can enable latent sources of discontent surface and ultimately disrupt as in the case of the music industry
   - The core principles of Web 2.0 and user generated content
   - Also showcase how these can be used within enterprises to make better decisions, innovate, design new products and add to the top-line.

11. Discussion of Active Learning Project and Wrap-Up