



AFRICA CENTRE FOR WORK BASED LEARNING

Leadership in Business-IT Management Certificate

The 4 course CIO Certification is designed for the IT professional with 10+ years' of experience who is moving up in their career. It is also an effective program for more senior level IT professionals that require important management and leadership skills, as well as the business (non-IT) professional looking to understand how to leverage their IT investment.

The role, use, provisioning, and expectations for IT are going through profound changes across the globe. The enterprise is demanding higher velocity and more agile access to IT capabilities. Many business executives are dismayed that they have better technology at home than they get in their company. IT is increasingly providing direct support to the enterprise's products and services. Stakeholders expect immediate seamless access to information and analytics in their increasingly mobile work environments. IT leadership requires a refresh of approaches, thinking and management practices to meet these new challenges. IT and business must co-adapt together. IT must understand the business, and the business must understand IT.

The CIO Certification serves as a mini-MBA program that provides participants with the underlying competencies necessary to succeed in today's dynamic business and technical environments, as IT becomes the business. The certificate also prepares candidates for being Certified from **ICCP** and in the Governance of Enterprise IT (CGEIT®). The focus is on enhancing and leveraging the harmony across business and IT organizations. To evolve beyond a cost center, IT has to move beyond just supporting the infrastructure and back office business processes; IT must contribute to business innovation and growth. IT must also adjust to an environment in which stakeholders have greatly enhanced expectations due to the widespread consumerization of technical capabilities. In essence this certificate puts attendees in the role of a CIO from strategic, tactical,

and operational perspectives, as they work with stakeholders from the business areas, vendors/service providers, and paying customers/clients to provide demonstrable value.

Description of the 4 Certificate courses (also available asynchronously via the web) and optional 1-day management game are:

1. Managing IT Resources

As firms engage in the digital transformation and focus their investments in leveraging information technology for competitive advantage and performance improvements, it is essential to understand how to effectively and efficiently manage their information technology resources. There are numerous choices to be made about managing IT resources and it is essential to ensure IT and non-IT executives across the firm work in harmony.

Experience has made it clear that firms need well-thought out organizational structures, skills, processes, and decision rights to ensure that the decisions about how to leverage IT investments are well thought out and integrated across the enterprise. This course will help candidates understand the fundamental decisions related to the management of IT resources and the types of organizational structures, sourcing, governance, and processes that will help effectively and efficiently attain value to the enterprise. It concentrates on developing the candidates' competency in current/emerging issues in creating and coordinating the key activities necessary to manage the day-to-day tactical and operational IT functions of an enterprise, as IT becomes ingrained in all aspects of the business.

Topics include:

- Enhancing IT-business alignment
- Strategic, Tactical, and Operational IT governance practices
- Improving IT's key business processes
- IT organizational structure alternatives
- Demonstrating the value of IT
- Evolving role of the CIO
- Trends in sourcing/outsourcing
- Sustaining systems integration
- Managing emerging technologies and change
- Human resource and skills considerations

2. Strategic Issues in IT

This course addresses the strategic responsibilities and roles of the CIO. It focuses on devising an enterprise strategy for gaining and sustaining competitive advantage through the use of Information Technology and the development and implementation of policies and strategies to achieve organizational goals. The effective definition and use of information systems that enrich the strategic, operational and administrative needs throughout the organization will also be addressed. Approaches to managing the information systems function in

organizations and ensuring that information systems strategies and business strategies are integrated will be the focus of the course.

Topics include:

- The strategic role of information technology in a business enterprise
- The elements of a strategy formulation process
- Distinguishing among business/IT strategy frameworks and methods
- Selecting appropriate frameworks and methods
- Applying frameworks and methods to improve analysis in creating a business strategy enabled or driven by IT
- Applying the elements of a strategy formulation process to organizations and industries to create an aligned IT-business strategy for competitive advantage
- Distinguishing between:
 - short-term strategies that satisfy immediate business requirements
 - longer-term strategies that may provide significant competitive advantage
- Distinguishing between strategic and operational goals
- Creating and evaluating alternative IT strategies and tactics available to management to achieve strategic goals.
- How the CIO functions as a member of the top business management team

3. Managing Emerging Information Technology

IT organizations must be able to leverage new technologies. This course focuses on how organizations can effectively and efficiently assess trends and emerging SMAC (Social, Mobile, Analytics, Cloud) technologies, and analyzing and developing new application systems. Participants will learn how to help their organization define, select, and adopt new information technologies. This course will introduce candidates to new directions in information systems and effective approaches for evaluating their relevance and applicability to their business environments as well as the new challenges and problems that they present. Candidates will learn about emerging technologies and the latest design trends in data and knowledge, networks and applications in terms of what issues they address and in particular, how organizations can exploit them for competitive advantage.

Topics include: Creating a business case for an emerging information technology, identifying factors affecting the successful adoption of new information technologies, identifying the key attributes, business benefits, risks, and cost factors of a new technology, knowing how to effectively use advanced search and selection metrics for identifying and selecting new technology, describing technology trends that presently drive or are expected to drive the selection of new technologies over the next decade and providing organizational structures and frameworks that guide the enhanced adoption and capitalization related to what new technologies and approaches can offer.

4. Leadership

Leadership is a critical success factor for any endeavor. Leadership sets the direction and vision that gives hope and energy for the success of the enterprise. Authentic Business-IT leadership requires each individual to be able to conceive and communicate a vision, have contextual awareness, to be self-aware, to demonstrate their character, capabilities and style as well as to maintain credibility by obtaining buy-in, managing expectations, ensuring outcomes and constantly communicating to a variety of stakeholders.

While there is no cookbook for being a successful Business-IT leader there are a number of common patterns and approaches taken by those who have the most success in the Business-IT leadership journey. The course is built around three themes those successful Business-IT leaders have found to be critical:

1. Business-IT Leadership Challenges: Being able to recognize and understand how Business-IT leadership differs from generic leadership.
2. Situational Awareness: Business-IT leadership is extremely dependent on the situation being encountered. Being able to assess the situation and make the proper adjustment to leadership style and approach are crucial to success.
3. Unique Business-IT Leadership Capabilities: Being able to select and apply a unique set of leadership styles, models, frameworks and approaches that are best suited to the variety of situations the Business-IT leader will face.

The course focuses on how to assess the situation being inherited, how to create an achievable vision and how to lead the organization to that vision. The course identifies the personal and professional foundations for successful leadership in a global context that includes virtual teams and multi-cultures. Rather than presenting leadership concepts, practices and ideas in a generic context, the modules use specific Business-IT leadership approaches and examples relevant to Business-IT.