

Post-academic course

ICT & Business



Scientific coordination

Prof. dr. ir. Jozef De Man
Department of Information Technology, Ghent University

Module 1: Business & ICT alignment

15, 19, 22, 26 and 29 October 2009

Module 2: Security management

9 and 12 November 2009

Module 3: Project management

19 November 2009

Module 4: Information management

26 November and 3 December 2009

Module 5: Development models

10 and 17 December 2009



This program allows to obtain
a certificate granted by
the Ghent University



introduction

ICT IN CONTINUING EDUCATION:

THE IVPV SUCCESS STORY

By the end of the previous century, the IVPV (Institute for Continuing Education of Ghent University) together with Agoria challenged the shortage in ICT-specialists by setting up a large scale ICT course. For one or two evenings per week, around 2000 employees throughout Belgium and Europe faithfully attended the videoconferences organised by the Flemish universities. Many participants took exams on one or more modules, and received a university certificate. The course was a true milestone for industry, and gave a new élan to many ICT-experts.

Today Agoria informed us that again there is a growing shortage in ICT-specialists. The IVPV picked up the Agoria inquiry, and revitalised a new large scale ICT course. As always, the course is demand driven, and the content has been set up in close collaboration with industry.

The current ICT & Business course is the last part of this large scale international ICT course. Previous sections were: ICT Networking and Security (January 2008 – June 2008), ICT Software & Data Processing (September 2008 – June 2009) and ICT Multimedia (November 2008 – March 2009).

WHY THIS COURSE?

Times have long gone that ICT had only a supporting function to reduce cost by automation. ICT has become a strategic element of the value chain and provides the foundation for new business models involving an ecosystem of collaborating organisations and individuals. ICT practitioners and managers must therefore not only thoroughly understand the technology but also the business aspects of the development, deployment and management of ICT applications. This course covers the business aspects of ICT: alignment of ICT with the business objectives, security management, project management, information management and development models.

WHO SHOULD ATTEND?

This course is aimed at ICT practitioners as well as ICT managers. Technological expertise is not a prerequisite.



POST-ACADEMIC COURSE CERTIFICATE GRANTED BY THE GHEENT UNIVERSITY

This programme is part of the Ghent University post-academic courses. To receive a certificate, one should attend all modules and successfully take exams for these.

Example questions, giving a precise idea of what can be asked at the exam, will be given in advance.

Course certificates are a personal merit: participants who aspire a certificate cannot be replaced, others can.

This course is organised as a cooperation between the Institute for Continuing Education (IVPV) of Ghent University and the Interdisciplinary institute for BroadBand Technology (IBBT) with the support of Agoria (Belgium employers' organisation and trade association).



programme

Module 1: Business & ICT alignment

Part 1: Introduction to Business & ICT alignment

Business/ICT alignment is about the relationship between Business and ICT, the role ICT plays in the business strategy and the added value ICT can offer in achieving the company's mission. A lot of ICT organisations today are trying to achieve better alignment. The module introduces the major alignment concerns that companies face today and aims at offering a pragmatic approach towards alignment, which is underpinned with rock solid models and real-life lessons learned from various companies and sectors who have achieved better Business/ICT alignment.

The Alignment Problem

- > History of alignment
- > What went wrong and when?
- > How to recognize misalignment
- > Alignment self-assessment

A business view on ICT and an ICT view on the business

- > The ICT Reality
- > The business reality
- > Structural gaps, perceived gaps and communication gaps

Alignment, Governance, Architecture – which viewpoint is right or helpful?

- > ICT Governance frameworks and how these can help align
 - Ross, Weill & Robertson
 - Henderson & Venkatraman
 - The ICT Fusion framework of Peter Hinssen
- > Architecture
 - The role of enterprise architecture in alignment

Part 2: ICT Governance and Portfolio Management

When ICT is serving multiple business units or departments, a number of questions arise with regard to the cost and investment aspects of ICT and on which ICT functionality is right or wrong. At the same time, ICT needs to cope with ever evolving technology changes and the pressure of compliance and regulation. It is not always clear what the right priorities are and how an organisation can best decide on which aspects need to be tackled when. A multi-dimension problem arises, often with different stakeholders and different agendas. The ICT portfolio becomes a key instrument in managing the future direction and turning ICT into a business asset. In this lesson we learn what mechanisms are helpful in supporting the decisions that turn ICT into a corporate asset.

The ICT portfolio

- > Introducing the portfolio concept
- > Linking of the ICT portfolio with the business strategy
- > The innovation pipeline of ICT
- > Maintaining the legacy environment

ICT as an asset vs. ICT as a cost

- > Measuring the value of ICT
- > The ICT Business case
- > Recurring ICT costs and who should pay for these and why

Part 3: ITIL

The ICT Infrastructure Library (ITIL) exists for almost 20 years now and became the best practice for ICT Service Management. No business can run without ICT and the supply of reliable, predictable and transparent ICT services became a critical success factor for many companies. Although ITIL is a quite straightforward model for organizing ICT, many organisations fail to implement these processes effectively. In this lesson we will introduce the ITIL concepts and we will address the main implementation issues and solutions to these.

ITIL Introduction

- > Why ITIL is important
- > The structure of ITIL
- > Key disciplines in ITIL V3

The Service Support set

- > Incident Management & Problem Management
- > Change & Release Management
- > Configuration Management

Part 4: ITIL Practicum

In order to get acquainted with the ITIL principles, an interactive exercise based on a simulation game will be offered to the participants. In this practicum, students will experience process and service thinking by doing. This practicum supplements the former lessons on ITIL and the business/ICT relationship.

Part 5: Service Level Management

The business expects reliable and predictable ICT services, but do we dare to make their wish explicit and can we align our delivery capability with the ever-evolving client demand? Can we control our ICT suppliers and eventual outsourcing partners and to what extent is service manageable and measurable?

The concept of Service Level Management

- > The Service Level Agreement as a tool for a better business/ICT relationship
- > Contents of the SLA
- > Service Improvement Planning

Quantification of ICT services

- > ICT Service metrics and KPI's
- > Measuring and reporting on SLA performance

Teacher: Stef Knaepkens

Date: 15, 19, 22, 26 and 29 October 2009

Reference books (optional):

“Foundations of IT Service Management Based on ITIL®V3”
by J. Van Bon (€ 38 incl VAT)

“Business/IT fusion” by P. Hinssen (€ 43,20 incl VAT)

programme

Module 2: Security management

Part 1: Technical aspects

Today the role of people in charge of Security Management is more challenging than ever. How do you define, implement and maintain an appropriate level of information security? How do you establish and maintain a framework to provide assurance that information security strategies are aligned with business objectives and consistent with applicable laws and regulations? This lesson will provide an answer to that.

Part 2: Legal aspects

Maintaining adequate security and confidentiality of data is one of the key concerns today for local and international companies. The integrity of customer data should be protected when companies outsource services to an external vendor. During the session, we will give you an overview of the key contractual protection mechanisms on security in connection with outsourcing, procurement and system integration agreements. We will also discuss the currently applicable statutory obligations (data protection and privacy) in relation to confidential and proprietary data and electronic communications.

Teachers: Filip Van Elsen and Carl Vanschoenwinkel

Date: 9 and 12 November 2009

Reference books (optional):

"The Information systems security officer's guide. Establishing and managing an information protection program" by G. Kovacich (€ 44,50 incl VAT)

Module 3: Project management

Many ICT projects fail and don't deliver the desired result in time or within budget. Sometimes projects never end and the scope gets out of control. Sometimes projects are ended early and no value is delivered at all. ICT has a bad reputation when it comes down to delivering projects. In this lesson we will identify common mistakes in ICT Project Management and we will introduce a structured approach to project management based on a best-practice methodology.

The problem with ICT projects

- > Common causes of project failure and drivers for project success
- > The role of business and ICT in ICT projects
- > Managing scope and expectations

Successful approaches to ICT Project management

- > The PRINCE2 methodology and PMBOK
- > Managing project stages
- > Managing the project outcomes, deliverables, scope and expectations
- > Documenting and reporting

Teacher: Stef Knaepkens

Date: 19 November 2009

Reference book (optional):

"The little prince 2. A practical guide to projectmanagement" by M. Van Onna & A. Koning (€ 29,65 incl VAT)

Module 4: Information management

Aligning information management strategy and business strategy is easier said than done. The project-based organisation of information systems development entails the risk of losing the global and long term vision of ICT investments. This may result in short term decisions which seem optimal within the scope of the project, but fail to achieve a long-term global optimum and therefore have a negative effect on the cost effectiveness of ICT investments.

The project based organisation, the co-existence of multiple systems which each individually manage shared information, and the continuous adaptation of systems to changing requirements, require a global vision, called "Enterprise Architecture".

Enterprise Architecture (EA) is a way to achieve Business-ICT alignment and ensure flexible and robust information systems. However, not so many organisations have a real encompassing EA practice yet. In this course we will focus on the definition of "Enterprise Architecture", give an overview of architecture description frameworks, with a particular focus on the Zachman Framework, review the essentials of an Architecture Development Process by taking a look at TOGAF and finally explore how to tackle Enterprise Architecture in practice.

Teacher: Monique Snoeck

Date: 26 November and 3 December 2009

Module 5: Development models

Projects are often delayed and do not deliver the expected benefits within the anticipated budget. In this module we present best practices significantly contributing to greater success rates in meeting project targets. The portfolio management concept presented in module 1 must be complemented by a product release life cycle with clearly defined stages and decision gates. We will present the main techniques to implement informed and efficient go/kill decisions and optimal allocation of resources to the most promising projects. You will learn about the responsibilities of the different stakeholders, simple tools and rules to improve this process. The traditional staged development model, often referred to as the "Waterfall" model is increasingly challenged by agile models including Agile and Lean Development, Software as a Service (SaaS) and Perpetual Beta. We will show how these models allow flexible adjustment to changing requirements of customers and reduce development time and effort. Development does not always happen within the closed boundaries of a single company anymore. We will review the principles and benefits of the Open Source / Open Innovation approach for developing and maintaining products in an eco-system of collaborating suppliers and customers.

Teacher: Jozef De Man

Date: 10 and 17 December 2009

Scientific Coordination



Prof. dr. ir. Jozef De Man
Department of Information
Technology, Ghent University
Alcatel-Lucent

This course was developed
in close collaboration with Kite Consultants.



Teachers

Jozef De Man
Department of Information Technology, Ghent University – Alcatel-Lucent

Stef Knaepkens
Kite Consultants

Monique Snoeck
Department of Decision Sciences and Information Management, KULeuven

Filip Van Elsen
Allen & Overy LLP

Carl Vanschoenwinkel
Crossroad Consulting

Subscription form

Preferably via www.ivpv.ugent.be OR by using this form:

	Fee*
<input type="checkbox"/> Module 1: Business & ICT alignment	€ 750
<input type="checkbox"/> Module 2: Security management	€ 300
<input type="checkbox"/> Module 3: Project management	€ 150
<input type="checkbox"/> Module 4: Information management	€ 300
<input type="checkbox"/> Module 5: Development models	€ 300
<input type="checkbox"/> All Modules	€ 1.440

* Exempt from VAT. Eventual transfer and conversion costs are at the expense of the participant.

Reference Books

- "Foundations of IT Service Management Based on ITIL®V3" by J. Van Bon (€ 38 incl VAT) (optional for module 1)
- "Business/IT fusion" by P. Hinssen (€ 43,20 incl VAT) (optional for module 1)
- "The Information systems security officer's guide. Establishing and managing an information protection program" by G. Kovacich (€ 44,50 incl VAT) (optional for module 2)
- "The little prince 2. A practical guide to projectmanagement" by M. Van Onna & A. Koning (€ 29,65 incl VAT) (optional for module 3)

Date: _____ Signature: _____

Return completed and signed form (use capitals):

Name: _____

First name: _____ M F

Private address: Street _____ N° _____

Zip _____ City _____

Country: _____

Telephone: _____

Company: _____

Function: _____

Company address: Street _____ N° _____

Zip _____ City _____

Country: _____

Telephone: _____ Fax: _____

E-mail: _____

VAT n°: _____

Invoice: Company Private

PRACTICAL INFORMATION

The programme consists of different modules. Each module can be followed separately. Plenary sessions are organised as follows:

- > 18h00-19h30: session 1
- > 19h30-20h00: sandwich break
- > 20h00-21h30: session 2

LOCATION

Ghent University, Institute for Continuing Education, Campus Engineering Faculty, Building "Magnet" (nr. 904), Technologiepark, 9052 Zwijnaarde, Belgium. Follow A2 and then IVPV classroom A.

LANGUAGE

English is used in all presentations, lab exercise and documentation, so a good knowledge of this language is necessary.

STREAMING VIDEO

All lessons can be attended on-line via streaming video. For more information, please contact us.

PARTICIPATION FEE

The participation fee includes the tuition fee, course notes, soft drinks, coffee and sandwiches. Payment occurs after reception of the invoice. All invoices are due in thirty days. All fees are exempt from VAT. Transfer and conversion costs are at the expense of the participant.

	Fee*
Module 1: Business & ICT alignment	€ 750
Module 2: Security management	€ 300
Module 3: Project management	€ 150
Module 4: Information management	€ 300
Module 5: Development models	€ 300
All modules	€ 1.440

* Exempt from VAT. Eventual transfer and conversion costs are at the expense of the participant.

Special prices apply for Ghent University employees and members of Ghent University Association

REFERENCE BOOKS:

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Reference books are billed directly by the bookshop.

GROUP REDUCTION

When a participant of a company subscribes for the complete course, a reduction of 20% is given to all additional subscriptions from the same company, even on single modules. Invoicing is then done by one company invoice. For larger numbers of subscriptions, additional reductions could be envisaged: please contact the IVPV-secretariat. The group reduction does not apply for streaming fees.

TRAINING CHEQUES ('OPLEIDINGS-CHEQUES - KMO PORTEFEUILLE')

Ghent University has been recognised as an official training supplier within the framework of the training checks of the Flemish Community. Thereby you can save on the participation fee of this training (<http://www.vdab.be/opleidingscheques/werknemers.shtml>). For employers we refer to the KMO-portefeuille (<http://www.kmo-portefeuille.be>; use authorisation ID: DV.0103 194).

CANCELLATION POLICY

When cancelling up to 10 days before the start of the course/module 25% of the participation fee will be charged. When cancelling less than 10 days before the start of the module, the full fee is due.

INFORMATION & DOCUMENTATION

More detailed information about the course in general or on particular modules can be found on the course website: <http://www.ivpv.ugent.be>

The IVPV secretariat can also be contacted:

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Els Van Lierde, Technologiepark 913, 9052 Zwijnaarde

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