

e-Leadership Curriculum Assessment			Comments
Institution:	University of St. Gallen		
Contact Person:	Dr. Christian Grape	email: <a href="mailto:christian.grape@unisg.ch">christian.grape@unisg.ch</a>	
Programme Name:	Executive MBA in Business Engineering		
Website:	<a href="http://www.embe.unisg.ch">www.embe.unisg.ch</a>		
e-Leadership Programme Profile:	Innovation and Transformation through ICT		
<b>Programme Rationale</b>	<b>Coverage</b>		<b>Comments</b>
Today private and public organisations are not just experiencing change, they are faced with the need to transform. ICT has become a major enabler of such drastic, qualitative changes, creating possibilities for new products and services. The traditional role of the CIO, managing information and IT systems has transformed to be one of creating new competitive advantage and new business opportunities. The Innovation and Transformation through ICT curriculum addresses these challenges and aims to increase the capability of experienced CIO's to engage with key stakeholders in linking strategy, ICT developments, change and value. The focus is both on developing professional competence and enhancing behavioural skills.	High		This reflects the main learning goals of the EMBA in Business Engineering at the University of St. Gallen. However, we have a slightly broader focus in two dimensions: (1) Due to the degree type "Executive MBA", we add some general management content customized to our learning goals, (2) we also look at other drivers for transformation (not just ICT) and therefore include other C level (potentials) in the target audience.
<b>Core Content</b>	<b>Coverage</b>		<b>Comments</b>
1 The lifecycle of a business and enterprise architecture as an enabler of business strategy and execution, with the links to inter-related functions:	High		
2 ICT & Business Strategy	High		Strategy with focus on growth strategies is an important program module. Digital Transformation content creates the link between Business and ICT strategy.
3 Economics of ICT, Globalisation and Digital Markets	Medium		
4 Changing Business and Business Networks with ICT	High		Core content. Subject of the program elements in Silicon Valley.
5 Role of ICT in Organisational Change	Medium		
6 ICT Infrastructure for Innovation	Medium	More	
<b>Core Learning Outcomes</b>			<b>Comments</b>
1 Lead interdisciplinary staff in initiating organisational transformation	High		
2 Exploit digital trends to innovate strategic business and operating models	High		Digital innovation is one of the most important drivers for Business Transformation. Therefore, this is an important aspect coming up in several study modules.
3 Envision and drive organizational change for business performance	High		Core content of the program. Program focus is method-driven business transformation management.
4 Influence stakeholders across boundaries	High		
5			
6	Select ...	More	
<b>e-CF Competences</b>	<b>Level</b>	<b>Coverage</b>	
A.1. IS and Business Strategy Alignment	5	Medium	?
A.3. Business Plan Development	4	High	?
A.5. Architecture Design	Understanding	Not	?
A.7. Technology Trend Monitoring	4	High	?
A.8. Sustainable Development	Understanding	Low	?
A.9. Innovating	4	High	?
B.6. Systems Engineering	Understanding	Not	?
C.3. Service Delivery	Understanding	Low	?
D.1. Information Security Strategy Development	Understanding	Low	?
D.4. Purchasing	Understanding	Not	?
E.2. Project and Portfolio Management	Understanding	Low	?
E.3. Risk Management	Understanding	Low	?
E.7. Business Change Management	4	High	?
E.9. IS Governance	4	Medium	?
D.12. Digital Marketing	Select ...	High	?
D.9. Personnel Development	Select ...	High	?
			Understands the fundamental principles of digital marketing. Distinguishes between the traditional and digital approaches. Appreciates the range of channels available. Assesses the effectiveness of the various approaches and applies rigorous measurement techniques. Plans a coherent strategy using the most effective means available. Understands the data protection and privacy issues involved in the implementation of the marketing strategy.