

e-Leadership Curriculum Evaluation

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Programme Name:	Master Universitario en Gestión de la Información
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e-Leadership Curriculum Profile:	Innovation and Transformation through ICT

Programme Rationale

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.

Entry Profile of the Target Audience for the Programme

This programme is mainly addressed to students holding a bachelor degree on Informatics and/or Documentation and Information

Core Content

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| 1 | ICT as an enabler of business strategy and execution, with the links to inter-related functions: |
| 2 | • ICT & Business Strategy |
| 3 | • Economics of ICT, Globalisation and Digital Markets |
| 4 | • Changing Business and Business Networks with ICT |
| 5 | • Role of ICT in Organisational Change |
| 6 | • ICT Infrastructure for Innovation |

Sample Roles

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| 1 | Chief Information Officer |
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Learning Outcomes

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| 1 | Lead interdisciplinary staff in initiating organisational transformation |
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	<p>This includes the ability to:</p> <ul style="list-style-type: none"> • identify and explain the capabilities and skills needed as well as related gaps critical to an envisaged technology change and to initiate staff and resource development as well as accordingly • assist members of interdisciplinary staff in contributing at their best to implementing technology change by listening to their expertise, relating persons with diverse backgrounds and organizing a supportive work environment • manage a project portfolio with multiple resource capabilities • identify and initiate suitable policies, structures and processes for managing cost-effective operation between in-house, outsource, contract and offshore staff
2	Exploit digital trends to innovate strategic business and operating models
	<p>This includes the ability to:</p> <ul style="list-style-type: none"> • generate policies and organize processes so that digital technologies are evaluated within the own enterprise / organisation • interpret and explain a new technology's impact on the own enterprise / organisation and operating models • influence strategy development in an organisation based on comprehension of technology and their potential impact
3	Envision and drive organizational change for business performance
	<p>This includes the ability to:</p> <ul style="list-style-type: none"> • identify and illustrate risks and potentials of technology change and relate them to operational or cultural barriers to change in the enterprise / organisation • initiate and produce strategies, policies and plans for the development and introduction of technology change • comprehend state of the art organizational change management practices and relate them to strategies, policies and projects for technology change all over an organisation • solve conflict of objectives between the needs of everyday operational requirements and service levels agreed and the introduction of new technology
4	Influence stakeholders across boundaries
	<p>This includes the ability to:</p> <ul style="list-style-type: none"> • identify the key stakeholders towards technology change within an organisation • understand the impact of stakeholders' needs and interests on technology change projects • integrate diverse views on choices related to technology innovation in order to facilitate agreement among the affected stakeholders of an organisation • initiate policies and processes in order to position technology impact evaluation in planning processes • explain technology change strategies, policies and projects as well as related decisions in oral means understandable to persons at all levels in an organisation and with different cultural and education backgrounds
e-CF Competences	
A.1. IS and Business Strategy Alignment	
A.7. Technology Trend Monitoring	
A.9. Innovating	
D.9. Personnel Development	

E.7. Business Change Management

e-Leadership Understanding

A.3. Business Plan Development

A.5. Architecture Design

B.6. Systems Engineering

C.3. Service Delivery

D.1. Information Security Strategy Development

E.2. Project and Portfolio Management

E.3. Risk Management

	Comments
	This programme is the evolution of the former Degree in Documentation (second degree) to a Master in Information Management, according to the structure agreed in the EHEA, adapting the previous profile to a new professional profile in information management both for companies and public administrations.
Focus	Comments
High	The objective of this master is to prepare professionals for the current role of information managers.
	Comments
	Comments
High	
High	Related courses: Planificación estratégica SI/TI
Medium	Related courses: Sociedad de la información
High	Related courses: Business intelligence. Análisis de Datos Empresariales (Business analytics). Integración de aplicaciones en procesos de negocio.
High	Related courses: Gestión de la información de apoyo a las operaciones empresariales
High	Related courses: Servicios en la nube. Centros de Proceso de Datos y Virtualización de Sistemas. Almacenamiento y recuperación de información.
	Comments
	This master's programme focuses on the CIO role both for private companies and public organizations.
	Comments
High	

<p>l for implementing ell as investments</p> <p>ng an envisaged rounds and</p> <p>ffective co-</p>	<p>Objective of the Professional Skills and Professional Environment modules</p>
<p>Medium</p>	
<p>for suitability</p> <p>on's strategy and</p> <p>nology trends and</p>	<p>Objective of the Information Environment module and in some subjects in th Especialization module (SEO-SEM, Bussines Intelligence...)</p>
<p>High</p>	
<p>structural,</p> <p>ction of technology te them to</p> <p>ts such as meeting</p>	<p>Objective of the Enterprise Content Management profile of the Especializatic</p>
<p>Medium</p>	
<p>projects ate sustainable</p> <p>all department</p> <p>ns by written and ent professional</p>	<p>The programme of studies includes meetings and workshops with different c and organizations in order to facilitate the collaboration between academy a (companies, industry, public institutions).</p>
<p>Level</p>	
<p>5</p>	
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