



Management of Human Resources (MHR)

Management of human resources and labour studies (MLS)

Workshop 2022

Managing IT as a business, in the modern corporate environment

About the Workshop

This workshop focuses on 1) Designing and running successful IT Programs, 2) Within the boundaries of “normal” corporate environments and 3) Responding to specific business needs, as articulated in a stated strategy.

What is the reason to take this course?

The “average” Corporate Executive/Citizen refrains from engaging in most IT-intensive initiatives, leaving them in the hands of “experts”. Even worse, whenever the internal IT expertise is not deemed trustworthy, IT programs are outsourced to external contractors. More often than so, the combination of both trends results in a waste of financial and human resources, due both to badly designed/run projects and lost opportunities for properly leveraging IT to solve critical business issues. Plus, the vast majority of the externally run programs generate a sizable loss of intellectual property that would create additional competitive advantage, if developed and maintained in-house.

Unfortunately, it has become impossible to compete in the modern marketplace without having a sound internal capability to manage & evolve one’s IT initiatives & portfolio.

In other words, IT and technology management at large are one of the key success factors for a modern enterprise.

Learning Objectives

This seminar is designed to prepare professionals with a non-specialist background to effectively manage/leverage IT in the modern enterprise. By the end of the syllabus, the participants should have achieved: 1) a basic understanding of what IT is about; 2) a grasp of how to design IT-centric offerings and operations/platforms; 3) a practical, hands-on vision on how to design and run an IT program. In other words, these professionals should feel comfortable in using IT to support the operational and strategic needs of the modern enterprise.

During the workshop, some basic issues:

- What is the objective that we are trying to achieve, when starting an IT Program? Can it be articulated both qualitatively and quantitatively? Can specific KPIs be extrapolated and measured?
- What should be the ideal mix of IT technologies and capabilities that fits with the objectives set forth? And does this translate in specific cost and time metrics?

- Are my existing IT legacy systems a viable asset to be re-employed in the program? Will they help in sticking to the cost and time metrics?
- What, if any, new technologies and capabilities shall I leverage? How shall I combine them in a coherent architecture, also encompassing my existing assets?
- Given the target architecture of choice, what is the level of risk resulting from the implicit trade-offs? Is that bearable and coherent with the program's objectives?
- What is the preferred implementation approach? To what extent Agile methodologies might be used vs. more conventional approaches? Does the program require a multi-stage/release strategy?

Syllabus Details

Module 1: The building blocks

- The emergence of the Client-Server architecture and its evolution into the Web
- Managing Data: from the Sequential File System to the Relational Database Systems, up to Big Data (Case: Delivering a global Anti-Fraud platform for insurance, Part 1)
- What an application is and the difference between off-the-shelf vs. custom ones: the landscape of packaged software and the dynamics of the software industry? (Case: Replacing a securities trading platform, Part 1)
- The reality of designing and building a custom application: Waterfall vs. Agile.

Module 2: 360° Project Management, leveraging both traditional and Agile methodologies

- Linking strategy to execution: setting the objectives (Cases: IT/Operation Planning for an IPO; Delivering a global Anti-Fraud platform for insurance, Part 2)
- Adapting the solution design to business needs (Cases: Designing an end-to-end IoT solution for Motor Insurance, Part 2; Delivering a global Anti-Fraud platform for insurance, Part 2)
- Creating and managing the Business Case (Cases: Delivering a global Anti-Fraud platform for Insurance, Part 4; Replacing a securities trading platform, Part 2)
- Choosing the right development approach and building a resilient plan (Cases: Input Management and Text Analytics to support service operations, Part 1; Delivering a global Anti-Fraud platform for Insurance, Part 3)
- What to do, when things go wrong: identifying and proactively managing sources of risk (Cases: Delivering a global Anti-Fraud platform for Insurance, Part 5; Replacing an Insurance Core System, Part 2).

Module 3 (Optional): Long live and prosper

- Alice in Wonderland: what the Internet has spun off
- Big Data: a challenge in volume and privacy
- Cognitive Computing and AI: reality and fads.

Who is it for?

This workshop is dedicated to MHR first- and second-year students and MLS students that wish to learn how to design, run and deliver complex IT Programs, within the framework of an overall business strategy and implementation. The workshop is not focused on theorizing on the optimal IT strategy for corporations active in various businesses and falling into different size categories. Apart from reading materials and other media, the seminar will rely quite heavily on in-class discussions and case group assignments as ways

of elaborating the information received and generating genuine new knowledge. No specialistic knowledge is required, beyond a normal level of IT-literacy.

Participation is limited to 25 participants, on a first come first served basis.

Final Evaluation

Students will be split into Learning Teams and will have to prepare a Final Deliverable formatted as a simple case study in which they shall 1) Justify the Business Case for an IT program, 2) Develop a basic Implementation Program and 3) Present a high-level view of the resulting IT solution.

The case study will be built in such a way to have all the basic information necessary to achieve the 3 objectives.

3 credits will be awarded to all students who have attended at least 80% of the meetings and participated in the Final Presentation.

Schedule

Five in-person/on-line meetings of 4 hours each. The first 2 hours of each Meeting will be dedicated to theory explanation and the second 2 to cases and practical exercises. Attendance in person is advised and preferred. Attendance on-line should be with each Student's video on.

The planned dates are

April 5th, 12th, 26th and May 3rd.

A final workshop is planned for May 17th and will be dedicated to each Learning Team presenting its Final Deliverable.

Each workshop will take place from 08:30 a.m. to 12:30 a.m., with the usual breaks.

The trainer will inform the attendees about the classroom where the meetings will be via email.

HOW TO APPLY

The number of attendants is limited and will follow the application request order. **To apply please by March 10th 2022, send an email to**

mhr@unimi.it

OBJ: Managing IT as a business

Info to include in the mail:

- ID number (matricola)
- Name/ Surname
- MHR/MLS - Year of Study
- Attendance (in person/on-line)