



**Professional
Programme
Strategy &
Enterprise
Architecture
2018**



Why a professional programme in Strategy & Enterprise Architecture

Companies, particularly those with international and digital services, face major challenges.

Complexity increases risks and costs, at a time when most companies are under pressure to reduce these factors. Additionally, there is a need to be agile in reacting to market changes through fast and stable delivery. Responding to these challenges requires the right balance of synergy to avoid duplication of effort, while preserving local autonomy. Enterprise Architecture, done properly, provides a tool to move from strategy to execution and extend from physical to virtual business.

The Professional Programme in Strategy & Enterprise Architecture evaluates the challenges from the viewpoint of key stakeholders. It addresses how to develop a winning enterprise model through understanding the business strategy and enhancing the ability to design agile business and IT processes for lasting superior performance.



Target audience and outcomes

The programme is intended for those working in or targeting business and IT integration roles including enterprise architects, business architects, IT strategists, business analysts, relationship managers, programme managers and business change professionals.

The programme has the following learning outcomes:

- Acquire a knowledge of Digital Strategy and the required Business Design to execute it
- Understand and apply best practices in Business & Enterprise Architecture
- Assess the role of Corporate and IT Governance in building Strategy and Architecture

Our goal is that participants represent a rich diversity of businesses and countries, thus bringing a wealth of experience to the programme. Participants will typically have a degree or an equivalent professional qualification with a minimum of 3 years experience. Applications are also welcomed from individuals with substantial knowledge, experience and skills in a relevant field who do not have an academic qualification.



Unique programme on EA in Europe

The Masterclass Cycle in Strategy & Enterprise Architecture is the result of a highly interactive and demand-driven design.

It has been developed by leading business schools under the sponsorship of EuroCIO with the involvement of enterprise architects from top European companies. It is aligned with EuroCIO's e-competence matrix and is a core component of its Executive Education Programme. The programme involves business schools from different locations in Europe delivering education both on the techniques and management of strategy and enterprise architecture. It combines the best practices and innovative content delivered by Henley Business School, TIAS School for Business and SOciety (University Tilburg) and the Technical University of Munich (TUM).



Programme Content

Module 1: Strategy & Business Design

Henley Business School

This module reviews best practice thinking in how to align and integrate IT strategy with the business strategy. We introduce a range of tools to analyse the strategic position and responses of an organisation considering both external market and internal capability perspectives. The IT strategy can be generated through many sources; we consider which of these are most relevant depending on the position of the organisation. A clear link is made between the business strategy and the target business design, defining both business and operating models. Building on this, we relate enterprise architecture (EA) to both the business design and the IT strategy. To enhance effectiveness, we provide important guidance on engaging with senior stakeholders.

Module 2: Enterprise Architecture

Technical University of Munich (TUM)

This module introduces the business value of Enterprise Architecture. It presents the key role of the Enterprise Architect in this context and delivers a general overview of this discipline, including the basic concepts of systems thinking and a compared analysis of the major Enterprise Architecture frameworks. Enterprise Architecture starts with Business Architecture and this requires business and IT structures that are consistent with the respective strategies. The course will especially develop organisational structures, based on the major concepts of organisational design.

Module 3: Governance

TIAS School for Business and Society, Netherlands

Governance deals with business and IT processes, structures and relational mechanisms that are needed to assure effective decision-making. Deciding, monitoring and maintaining the Strategy and Enterprise Architecture requires specific governance structures and mechanisms. IT governance also covers the formal arrangements that need to be in place to comply with relevant legal and regulatory requirements. Within this context, this module will also focus on questions of internal control related to information systems, and practical models for control of IT activities, that impact the Enterprise Architecture.

About us

In addition to the primary objective of providing education and development to the CIO and his staff, the EuroCIO programme has a secondary aim of contributing, through this Educational Programme, to the development of a recognised European ICT Professional Education environment. Because of that, all EuroCIO Education courses are fully compliant with the e-skills programme of the European Commission, including the e-Competence Framework, related ICT-job profiles and emerging quality and certification standards.



Professor Sharm Manwani *Henley Business School*

Dr Sharm Manwani is Executive Professor of IT Leadership at Henley Business School. Previously he held European CIO roles at Diageo and Electrolux while obtaining his MBA and Doctorate at Henley. During this period he led a number of international business change programmes driving mergers, restructuring, business process redesign and key account management. In each case, these were enabled by transformation of the enterprise architecture.

Prof Manwani created the Masters in Enterprise Information Management which has delivered significant organisational benefits for Deutsche Telekom and is recognised as best practice. He has advised the European Commission and leading organisations on digital leadership and is a judge for IT Industry awards. His research interests span many topics related to business IT integration and he is the author of IT Enabled Business Change which supports a professional qualification.



Professor Piet Ribbers *TIAS School for Business and Society / Tilburg University*

Piet Ribbers is emeritus professor of Information Management at Tilburg University, The Netherlands, where he was subsequently the Dean of the School of Economics and the Head of Department of Information Systems and Management. From 1991 till 1994 he held a position as affiliated Professor of Information Management at Washington University in St. Louis, Missouri (USA). His interests span management of information technology (in particular questions related to alignment and information economics), inter-organisational systems (in particular e-business and electronic commerce), and the strategic and organisational consequences of the use of Information Technology. He is active as researcher, lecturer and consultant. He supervised more than 35 PhDs and has contributed articles in this field to professional national and international journals and has (co-) authored several books. His latest book he co-authored was published by Wiley CIO Series in 2014: Trust and Partnership - Strategic IT Management For Turbulent Times (co-authored with Robert Benson and Ronald Blitstein). He is a member of the editorial board of "Information & Management – The international Journal of Information Systems applications". He has also participated in research programmes of the European Commission. As a consultant he has worked with companies like Brunel, Nolan Norton, and ING-groups especially in outsourcing, scenario development and information economics.



Professor Helmut Krcmar *Technical University of Munich (TUM)*

Helmut Krcmar holds the Chair for Information Systems, Faculty of Informatics, Technische Universität München (TUM), Germany and served as Dean of the Faculty of Informatics from 2010–2013. He is also a member of the faculty of the TUM Business School. He received a Ph.D. in business administration (University of Saarbrücken) and has e.g. worked as Post Doctoral Fellow at the IBM Los Angeles Scientific Center and as Assistant Professor of Information Systems (Leonard Stern Graduate School of Business, New York University and Baruch College, City University of New York). His research interests include Information and Knowledge Management, IT-enabled Value Webs, Service Management, Computer-Supported Cooperative Work, and Information Systems in Health Care and eGovernment.



The European CIO Association

The European CIO association is a non profit organisation headquartered in Brussels acting as a professional platform for larger corporations and national CIO organisations. The association's purpose consists of sharing experiences and developing visions at European level for the better and best use of IT within members' entities. The Association provides its members with a coordinated platform of services for helping them to professionalise the function of Chief Information Officer. The Association's purpose further consists of acting as the representative of the European IT-demand and CIO community toward outside world (Authorities, IT industry, academics, standardisation committees...). The Professional Programme in Strategy & Enterprise Architecture is part of a broader framework of Executive Education developed by EuroCIO that aims at the professionalisation of the Corporate IT organisation. Together with leading business schools, EuroCIO is developing a comprehensive European offering for the education of professional Corporate Information Management practitioners.



"The role of the enterprise architect is key in developing a competitive enterprise through a thorough understanding of the business strategy, business models and the ability to design agile business and IT operations and processes that achieve lasting superior performance. It requires a wide knowledge of the business and the opportunities that arise from an innovative use of information technology. Surveys of the CIO Community have shown that the enterprise architect is the single most scarce profile in corporate information management. We need professionalism in such important roles and hence the European CIO Association is establishing this professional program in Business Strategy and Enterprise architecture, in coordination with 3 major Universities in 3 countries in Europe."

Thomas Endres (Chairman VOICE)
Co-Chairmen of EuroCIO

Emmanuel Gaudin
(Group CIO Lagardere)



"The EA discipline is the key to master today's complexity in IT and - more important - business. Most large companies struggle with the conflict of historically grown complexity in fast changing worlds today. Good EA practice is the key to win in this competition. And the BEA programme addresses the core point: Business and IT viewed and managed in common."

Dr. Karsten Schweichhart
Member of the Programme Design Board, VP Enterprise Architecture, Deutsche Telekom



"What we aim for with this course is to bring the latest architectural knowledge at the Business and IT side together under one cover. It is thus not a technical course like existing architecture courses. The innovative CIO needs top architects understanding the Business and IT worlds, the famous dual thinkers, to be able to develop not only new systems for the business but sometimes radically renewing the business processes as such thanks to new technology. While the CIO is becoming more and more a business Chief, leading in applying new technology or changing existing structures, his staff should follow in that same direction. This course aims at that new architecture position, thus a challenge for those who want to make the difference for their company".

Peter Hagedoorn
Former CIO Océ, former chairman CIO-Platform Netherlands, CIO-Award winner Netherlands, Director for Education European CIO Association



"Analysing the strategic drivers of Bayer and having intensive conversations with key stakeholders helped me to link the academic content with the practical experience and to understand the current development stage of Bayer regarding business and enterprise architecture."

Ana Maria Nunez de Arzt
Engineer, MBA, Bayer



Henley
Business
School

Founded in 1945, Henley was one of the first business schools in the UK and one of the few worldwide to hold triple-accredited status from the major UK, European and US awarding bodies (AMBA, EQUIS, AACSB).

Henley is one of the world's largest providers of MBA education and its programme portfolio includes a range of undergraduate & postgraduate degrees, a world-class DBA & a wide range of executive education programmes. Henley's global presence and reputation as a leading international business school is respected throughout all aspects of its work; from the highly diverse faculty, in both background and expertise, to programmes which draw participants from more than 140 countries. Henley draws on an international network of associates and collaborative partners, multi-national corporate clients who work with us on bespoke programmes and an alumni organisation featuring 72,000 members from every corner of the globe. As a result of its heritage and experience, Henley has an impressive track record of growing leaders and developing managers to make the right choices for their organisations and for the society in which they live.



TUM
Technical
University
of Munich

The Technical University of Munich (TUM), founded in 1868 (by King Ludwig II. of Bavaria), was honored as one of the most excellent universities of Germany and ranks among the best European universities in international rankings.

The university has brought forth inventors and entrepreneurs such as Carl von Linde and Rudolf Diesel, but also researchers and Nobel Prize winners like Heinrich O. Wieland or Ernst Otto Fischer.

The network of the TUM does not only contain research institutes and research cooperations with well-known enterprises such as Microsoft, BMW, IBM, SAP, etc. but also 170 partner universities all over the world and internal institutions to improve teaching continuously. Worldwide alliances and strong ties to the business world are an essential part of TUM programmes.

The TUM School of Management (TUM SOM) has also achieved outstanding results in the area of business and technology. The Handelsblatt ranking continues to name TUM SOM the leading research management school in Germany. TUM is known as the foremost entrepreneurial university with the goal of providing its practice-oriented research results directly to the economy. Its research results make a difference – they impact business practice, but are also relevant for society at large. TUM develops and promotes ideas for the future on an international basis, building on its specific strengths in the fields of engineering, natural science, and life science.



TIAS
School for
Business and
Society

TIAS is the business school of Tilburg University and Eindhoven University of Technology.

We offer a broad portfolio of MBA, DBA, Masters (MA/MSc), Executive Masters and shorter executive programmes, in a number of locations and in various formats. Furthermore, we develop company specific programmes for renowned national and international organisations. TIAS is a university-based business school. This gives us access to a number of renowned research institutes and the latest knowledge, and also implies that we invest a lot in knowledge development. With our motto 'Never Stop Asking' we aim to push the 'frontiers of knowledge' and integrate new insights and knowledge into our programmes. We demand a lot from our participants as well as from ourselves.

This is what made TIAS the renowned business school with international focus it is today. Our continuous focus on quality, our innovative programmes and the value we attach to the link between theory and real life, have resulted in strong positions in national and international business school rankings.



Practical Information

Due to the international nature of both participants and faculty, the Professional Programme on Enterprise Architecture is taught in English, hence demonstrable proficiency will be required in speaking and writing English.

Application procedure

You must submit a completed application form and a Curriculum Vitae (resume). You will be invited for an information session and telephone interview with the Academic Director. This interview is intended to confirm that your expectations fit with the programme and there is a fit with the envisioned group.

Contact

Should you have any questions about the application process or want personal advice to optimise the return on your participation in this programme, please contact us.

Programme Advice

Henley Business School (UK)	TIAS (Netherlands)	TU Munich
+44(0)1491 418767	+31 13 466 3939	Tel: +49 (0)89 28928479
E-mail: exec@henley.ac.uk	E-mail: a.deridder-jochems@tias.edu	E-mail: wolfgang.koehler@tum.de

Fees:

Discount and Early Birds € 9.900 (10% discount)
The price for participating in the SEA program is €11.000. Members of the European CIO Association, the associated National Bodies, Alumni of Henley Business School, TIAS School for Business and Society and TU München are offered a 10% discount (hence cost is € 9.900). The program cost includes lunch and refreshments and excludes accommodation and dinner costs. No VAT is charged.

For participants booking the SEA Program 3 months before the start of the first module (before (27th of November 2017), an early bird discount of 10 % of the standard price is offered. These participants will be charged 9.900,00 EUR. A combination of early bird discount and membership discount is inadmissible.

A limited number of places on individual modules at 4k euros will be available.

Duration

This program is part-time. It comprises 3 modules of 4 days and is scheduled over about 4 months (including assessed assignments).

Location

Courses are planned to take places in up to three different sites:

- Henley Business School, Henley-on-Thames, UK
- TU München, Garching bei München
- TIAS School for Business and Society, Tilburg, the Netherlands

from 27 February – 2 March 2018
from 23 – 26 April 2018
from 4 – 7 June 2018

Strategy & Enterprise Architecture Programme.

The SEA programme focuses on strategic EA. It is intended that those who want to continue their study on Strategy & Enterprise Architecture can take additional modules covering both Architecture Solutions and Implementation. For more information see the SEA brochure at www.eurocio.org

The European CIO Association

The European CIO association is a non profit organization headquartered in Brussels acting as a professional platform for larger corporations and national CIO organizations. The Association 's purpose and main priority is to act as the representative of the European IT-demand side and the CIO community towards the outside world (Authorities,European Commission,European Union,IT industry, suppliers,academics,standardization committees,...). The Association provides its members a coordinated platform of services for helping them to professionalize the function of Chief Information Officer. The Professional Programme in Strategy & Enterprise Architecture is part of a broader framework of Executive Education developed by EuroCIO that aims at the professionalization of the Corporate IT organization.