

e-Leadership Curriculum Assessment			Comments
Institution:	IE Business School		This programme is the evolution of the Executive Master en Dirección en Sistemas de Información (10 years running). The main difference is that in the Programa de Innovación Digital new technologies are the path for innovation, not the target.
Contact Person:	Silvia Leal email: <a href="mailto:sleal@profesor.ie.edu">sleal@profesor.ie.edu</a>		
Programme Name:	Programa en Dirección de la Innovación Digital y Gobierno TI		
Website:	<a href="http://www.ie.edu/execed/psidgti">www.ie.edu/execed/psidgti</a>		
e-Leadership Programme Profile:	Innovation and Transformation through ICT		
<b>Programme Rationale</b>	<p>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.</p> <p>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.</p> <p>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.</p>	Coverage High	Comments The objective of this programme is to prepare professionals to lead innovation in their companies or to launch new companies as entrepreneurs.
<b>Core Content</b>		Coverage	Comments
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	
3	Economics of ICT, Globalisation and Digital Markets	High	
4	Changing Business and Business Networks with ICT	High	
5	Role of ICT in Organisational Change	High	
6	ICT Infrastructure for Innovation	High	
<b>Core Learning Outcomes</b>			Comments
1	Lead interdisciplinary staff in initiating organisational transformation	High	We train the students to understand business and the market rules and also to manage areas such as sourcing (in which they get an official certification) in a company. We provide them the tools to innovate and also to be capable to "sell" those innovations to their companies or to the market.
2	Exploit digital trends to innovate strategic business and operating models	High	Objective of the Digital Innovation and ICT Trends module
3	Envision and drive organizational change for business performance	High	Objective of the Digital Strategy and IT Governance module
4	Influence stakeholders across boundaries	High	We provide them with the required knowledge to "exploit" their 100% but also the full potential from their teams. We also teach them to connect with their "bodies and minds" to understand what limits them and also define how to open new gates.
5	Networking	High	

More

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### Programme Rationale

Modules	Assignment	Test/Exam
1 Digital Strategy and IT Governance module	multiple	presentation
2 Market Certifications for ICT Employability	presentation	presentation
3 Digital Innovation and ICT Trends module	group assignment	presentation
4 Digital Entrepreneurship	project	presentation

### Comments

Sub-module 1 (Digital Strategy and IT Governance): The alignment of business and IT has long been recognized as a key issue for global managers. This course will explain how to do it efficiently by combining different perspectives: corporate, organizational, technical, economical and social. Besides other aspects, we will analyze the critical success factors to design and lead a technological strategy capable of generating new competitive advantages and successful business models. Sub-module 2 (Security and Technological Risks): Due to the increasing importance of IT security, the demand of professionals with the right skills is growing. This profile includes the knowledge and skills of defining, implementing and managing the security solutions, as well as the knowledge of how to design and implement security policies and procedures. This course will explain widely recognized standards and the best techniques for safe governability and also analyze the most recent trends through research cases and recent news.

We offer the students an overview of the ICT certifications and train them to get two of them: Lean IT and Sourcing Fundamentals.

Submodule 1 (New IT Trends): In 2020, new ICT trends such as the Internet of things, Green ICT, Mobility & Consumerization, Big Data or social technologies will become areas of particular importance for business. This course will provide business and technology leaders with a deep analysis of the main IT trends and a profound understanding of how to use them to achieve business goals. Sub-module 2 (Digital Innovation): The organizational innovative potential needs to be handled efficiently to lead to excellence and to create new and disruptive business models. This course will provide the students with the required knowledge and tools to lead the innovation process in their companies or as entrepreneurs.

The new ICT trends have got a key role on the global business and have become a very interesting playground for entrepreneurs. This course will offer students a complete understanding of these new trends, coming challenges and key players in this field, so they even can become one of them and start to write the future of this industry. Additionally, this module will prepare those students interested in creating their own companies to do it successfully and supported.

5

Become an e-leader

exercises

multiple

6

Conferences and networking cycle

work experience

other

More

This module provides methodologies and essential tools for entrepreneurs, managers and team leaders in need of inventing and reinventing to find the transforming boost in their own motor strength. In a few words, it includes the traditional teaching materials in soft skills such as communication or leadership, but also new methodologies in areas like stress managing and mindfulness.

The programme includes a conferences and networking cycle designed and executed with the collaboration of CIONET members. The objective is that students get not only the "traditional knowledge" but also the tips ,best practices and advices from the first line of professionals in the market. Besides, they get interesting contacts for their adventures or new professional careers.

6	Mindfulness Management	High	More	Part of the programme is a Venture Lab project (in or outside the company of the participants) providing experience with making decisions on innovation.
7	Coaching	High		
8	Innovation	High		
<b>e-CF Competences</b>		<b>Level</b>	<b>Coverage</b>	
A.1. IS and Business Strategy Alignment		5	High	?
A.3. Business Plan Development		4	High	?
A.5. Architecture Design		Understanding	Medium	?
A.7. Technology Trend Monitoring		4	High	?
A.8. Sustainable Development		Understanding	High	?
A.9. Innovating		4	High	?
B.6. Systems Engineering		Understanding	Medium	?
C.3. Service Delivery		Understanding	High	?
D.1. Information Security Strategy Development		Understanding	High	?
D.4. Purchasing		Understanding	High	?
E.2. Project and Portfolio Management		Understanding	High	?
E.3. Risk Management		Understanding	High	?
E.7. Business Change Management		4	High	?
E.9. IS Governance		4	High	?
A.2. Service Level Management		5	High	?
A.6. Application Design		4	High	?
				Analyses, specifies, updates and makes available a model to implement applications in accordance with IS policy and user/customer needs. Selects appropriate technical options for application design, optimising the balance between cost and quality. Designs data structures and builds system structure models according to analysis results through modelling languages. Ensures that all aspects take account of interoperability, usability and security. Identifies a common reference framework to validate the models with representative users, based upon development models (e.g. iterative approach). Level 4 does not exist in e-CF.

## e-Leadership Programme Self-Assessment

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### Objectives, Content and their Applicability

Please select those intended learning outcomes of the course that especially reflect needs of employers / within the labour market from your institution's perspective.

	Innovate strategic business and operating models
	Exploit digital trends

More

Comments

The course has been designed to train the students to become e-leaders: professionals who successfully innovate but who also move their colleagues, and close stakeholders to follow them.  
The new ICT trends are a core part of the course as today innovation is digital, and we need to understand the IT potential to make sure we lead the market.

Comments

What kind of employers are especially targeted by the learning outcomes indicated?

Large enterprises	yes	Small and Medium Sized Enterprises	yes	Public Services	yes	Entrepreneurs	no
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The need of this e-leaders is global, for all kind of enterprises and in all activity sectors. Of course, the focus must be adapted, but we show our students to do it for themselves and their circumstances.  
We receive students from Big companies but also from small SMEs and of course entrepreneurs.

Comments

Please select those intended learning outcomes of the course that especially reflect needs and interests of potential learners from your institution's perspective.

	Envision and drive change for business performance
	Innovate strategic business and operating models

More

I think many students come with a double focus: they want to learn how to drive change and also how to generate new business.

Comments

Are there specific needs set by national or regional authorities / policies reflected by the intended learning outcomes of the course? yes

Our government needs innovation due to the poor positions in rankings. That is why we also have professionals from the public government with us.

Comments

Which present and or expected ICT related trends influenced the choice of intended learning outcomes for the course?

	Cloud Computing	yes
	Mobile Devices and Apps	yes
	Social Media Technologies	yes
	Big Data Analytics	yes
	IT Security	yes
	Internet of Things	yes
	Microelectronics and Parallelization	no
	Other	no

We include all the ICT trends mentioned, but also new trends like gamification.

Comments

At what level of higher education the programme is positioned? equivalent to level 7 EQF (second cycle typically Master)

Comments

**Methods and didactics**

For which core learning outcomes does the course provide exercises in professional practice?	
	Innovate strategic business and operating models
Which type of exercise is used?	real-life case
	Exploit digital trends
Which type of exercise is used?	project

More

I have selected two, but we work with this approach in most of the cases, and it is one of the reasons why we are leading the rankings

Comments

For which e-CF competence does the course provide exercises in professional practice, related to the intended learning outcomes?	
	A.9. Innovating
Which type of exercise is used?	project
	A.7. Technology Trend Monitoring
Which type of exercise is used?	project

More

As in the previous question, this is a very common approach for us.

Comments

Please select the two most important intended core contents of the course that especially help learners to understand how to behave as successful e-leader:	
	Become an e-leader
	Digital Entrepreneurship

We teach our professionals how to communicate and influence, but furthermore we teach them how to become opinion leaders and how to move people to do new things.

Comments

Are learners assessed / examined individually?	yes
If yes, what are the two dominant instruments of assessment?	
	presentation
	other

We evaluate the participation in the class and the understanding of the cases we ude

We offer attendees the opportunity to obtain a range of ICT certificates in high esteem within industry, to enhance employability.

Comments

**Learning Environment: Structures, Organisation and Support**

How many hours the average learner will have to spend in total on the programme?	170
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Aorund 170 hours in the class during the programme. However, I think they should add around 100-150 extra hours to prepare the classes.

Comments

How many hours the average learner will have to spend on the programme per week?	10
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It depends on the cycle or the week, but it is around ten.

Comments

**Resources**

Does teaching staff have experience in research of e-leadership?	yes
Does teaching staff have personal experience being an e-leader?	yes

We are collaborating in the e-leadership Project and doing some reseach here

Comments

We have very recognized professionals both from the academica and the business world.

Comments

<b>Development and Enhancement of the programme</b>	
Is the programme controlled within the institution's quality management system?	yes
Is the programme accredited / certified?	yes
If yes please select:	subject specific (international certification)
Have (representatives of) learners been involved in setting the objectives of the course?	yes
Have potential future employers of learners been involved in setting the objectives of the course?	yes
Are (representatives of) learners involved in maintaining the course?	yes
Are potential future employers of learners involved in maintaining the course?	yes
Is there a mechanism in place for aligning the course to ICT-related trends ?	yes

We do it every year

**Comments**  
We include official ICT Certifications. Our approval ratio until today is 100%.

**Comments**  
Yes, students from former years. For instance, digital entrepreneurship was a suggestion coming from them.

**Comments**  
Yes, we collaborate with CIONET, and we have a close participation in the programme. For instance, the mentoring with a CIO is an initiative coming from the..

**Comments**  
Yes. I always involve them to make the program "a bit better" each year.

**Comments**  
Yes. I have a collaboration with CIONET and they are very involved.

**Comments**  
Yes. Experts advisory, and flexibility in the execution in case something new needs to be

<b>Documentation and Transparency</b>	
What information / data regarding the programme are publically available?	
intended learning outcomes	yes
content of modules	yes
duration	yes
work load	yes
price	yes
entry requirements	yes
requirements for successful completion	yes
results from quality management of the programme	no
Do learners after successful completion of the programme obtain a ...	
higher education degree	level 7 EQF (second cycle typically)
other diploma or certificate	yes
diploma supplement describing the learning outcomes achieved	no

**Comments**  
All the information is published in the Programme Website. I only have doubts about the

**Comments**  
They get the course degree and also the ICT certifications if they pass the exam.

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### Programme Components

#### Learning Results and Competences

##### Core Content

The lifecycle of a business and enterprise architecture as an enabler of business strategy and execution, with the links to inter-related functions:

ICT & Business Strategy

Economics of ICT, Globalisation and Digital Markets

Changing Business and Business Networks with ICT

Role of ICT in Organisational Change

ICT Infrastructure for Innovation

##### Core Learning Outcomes

Lead interdisciplinary staff in initiating organisational transformation

Exploit digital trends to innovate strategic business and operating models

Envision and drive organizational change for business performance

Influence stakeholders across boundaries

Networking

Mindfulness Management

Coaching

Innovation

	Digital Strategy and IT Governance module	Market Certifications for ICT Employability	Digital Innovation and ICT Trends module	Digital Entrepreneurship	Become an e-leader	Conferences and networking cycle
					M	M
	H					
				M		M
	M			M		
	H			M		
			H			
					H	
		M	H	M		
	H					
					H	
						H
					H	
				H	M	
			H			