Master Certificate Programme on CIO Practices
Multi-disciplinary Modules (MDM)
STMI

The Strategic Technology Management Institute (STMI) is the executive training arm of the School of Computing of the National University of Singapore. Our main charter is to provide world-class IT training to meet the ever changing needs of the Infocomm industry.

Course Overview

Master Certificate Programme on CIO Practices

Being a thought leader in defining IT management education, STMI is offering a unique programme for senior technology leaders. The Master Certificate Programme on CIO Practices* is formalized to provide insights and best practices that help prepare and groom individuals aspiring to take up technology leadership roles in the organization.

This all-rounded course comprises two sections, namely, IT Leadership Programme (ILP) and Multi-disciplinary Modules (MDM). The ILP will be conducted twice a year as a one-week workshop while the MDM will see participants completing five out of the nine offered modules, all within a stipulated period of eighteen months. The course covers a mix of topics dealing with issues relating to technology, strategic management, business & human capital management and legal & regulatory management.

Details of Each MDM

<table>
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<tr>
<th>Duration</th>
<th>3 days</th>
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<tr>
<td>Subsidized Cost</td>
<td>$963.00*</td>
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*Nett fee. For eligible Singaporeans and PRs. Terms and conditions apply.

Venue

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In combining the National Infocomm Competency Framework (NICF) with advanced research by the NUS School of Computing, STMI provides employers with programmes to raise efficiency of their businesses, manage talent and maximize potential of infocomm employees.

A strong industry orientation of its courses ensures trainees are imparted with the relevant competencies, best practices and necessary job skills to manage their business’ IT infrastructure.

Within a few years, we have become a premier IT executive training centre in Singapore serving local and international clients. To meet the growing international demand for our services, we expanded training to Suzhou, China and are preparing to establish our presence in various other countries in the Asia region through collaboration with regional universities.

IT Leadership Programme (ILP)

- CEO & CIO Perspective of IT
- IT Leadership and Talent Management
- Multi-disciplinary Modules (MDM)
- Leadership and Talent Management
- Multi-disciplinary Modules (MDM)

MDM:

- Technology Partnership for Success
- Strategic IT Sourcing
- IT Performance Management
- IT Performance Management
- IT Governance for Senior Managers
- IT Performance Management
- Effective IT Planning and Management
- Business Driven Enterprise Architecture
- Legal and Regulatory Consideration in an IT Environment
- Strategic Partnership for Success
- Strategic IT Sourcing
- IT Performance Management
- IT Governance for Senior Managers
- IT Performance Management
- Effective IT Planning and Management
- Business Driven Enterprise Architecture
- Legal and Regulatory Consideration in an IT Environment

The curriculum of the ILP and MDM is aligned to the National Infocomm Competency Framework (NICF), developed by WDA and IDA, in consultation with the industry partners.
Programme Benefits
- Understand the relationships between independent companies who share compatible goals, strive for mutual benefit and acknowledge a high level of mutual interdependence through strategic partnerships
- Explore process and criteria to evaluate potential suppliers and establish a prioritised supplier shortlist against the criteria
- Develop terms of appointment within contracts of partnership to achieve service support requirements
- Learn to identify and investigate causes of disagreements with partners and assess the partnership viability
- Exploit the best practices for identifying and investigating causes of disagreements with partners that may lead to validity assessments
- Evaluate supplier performance against the requirements of partnership agreements

Programme Outline
I. Commercial Independent Company
Partnerships Fundamentals
- Classification and definitions of partnerships between independent companies
- Relationship and process stakeholders
- Partnership attributes
- Core and Non-Core definitions
- Characteristics of partnership success

II. Evaluate Potential Partnership Candidate Companies
- Process in evaluating potential companies to establish partnership

III. Establishing Strategic Partnerships
- Request for information to identify attributes of the companies
- Comparative costing for provision of goods and services
- Ascertain ability to deliver consistent service level
- Evaluation against set criteria and determination of shortlist of companies

III. Partnership Terms Of Contract And Related Negotiations
- Criteria to enable an effective evaluation of services are established and all existing partners assessed against the criteria
- Terms of appointment of partners to achieve service support requirements are established for relationships to be maintained and developed

IV. Managing Strategic Partner Relationships
- Relationship challenges and risk management
- Managing strategic relationships
- The Relationship Lifecycle

V. Resolving Disagreements
- Managing conflicts in relationships
- Identify and investigate causes of disagreements with suppliers and assess their validity
- Negotiate and resolve disagreements
- Document amendments to agreements as a consequence of the resolution of disagreements
- Seek and obtain approval for amendments
- Communicate approved amendments to suppliers and relevant personnel

Who Should Attend
Technical and managerial executives, professional and management staff in need of in-depth knowledge on the benefits of acquiring goods and services through establishing strategic partnerships.

Course Leader
Paul Tham is a seasoned professional in managing partnerships for large multinational companies. Overall, Paul Tham has almost three decades of extensive business management in Asia Pacific, including Japan, Australia and People’s Republic of China working in a few large US multinational companies including HP, Sun Microsystems Inc and Oracle Corporation. Paul’s specialisation is in a spectrum of partnership management that included suppliers, subcontractors, vendors, distributors, resellers, teaming partners and joint ventures with a focus on elevated levels in service delivery to customers. His interest spans across the domain of partner management and related behavioural studies. Paul received his Bachelor of Business with Distinction in Marketing and Finance from Curtin University, Western Australia.

Mr. Paul Tham

NICF - Strategic Partnership for Success
The formation of partnerships between firms is becoming an increasingly common way to find and maintain competitive advantage in the industry.

One key motive for implementing local and regional partnerships is the belief that working together is more effective than working in isolation. Partnership formation and the characteristics of the resulting cooperative working relationship have been an area in various company planning. Often, an understanding of characteristics associated with partnership success is lacking. However, such understanding is important in reconciling the prescriptions to form partnerships as the main task of partnerships is to find synergistic ways in which organisations (with different capabilities, responsibilities and approaches) can co-operate in fulfilling a common goal. It is necessary to adapt methods and ways of working accordingly. It is known that the reality is a majority of such partnerships do not succeed.

This course aims to develop and maintain effective relationships with suppliers to the organisation to ensure efficient supply chain processes. It will provide the knowledge required for competent workplace performance in situations where partnership has been established. Throughout the course, the participants will learn how to plan in acquiring goods and services through strategic partnership, evaluating potential partners, administrating partnership contracts, reviewing partners delivery performance, resolving disagreements with partners and managing ongoing relationship with partner. It is based on experience sharing and review of industry practices on different partnership models, methods, structures and frameworks that an organisation can adopt in order to achieve success in the planning and execution of effective partnerships. In addition, it also addresses essential softer aspects, like partner interaction, feedback, achieving a win-win commitment and maintaining transparency, to ensure that there is long-term sustainability in the working relationship. The participants will be able to plan for the procurement of goods and services through partnership, develop a process and criteria to evaluate potential suppliers, monitor the performance of supply contractors and apply high level communication and interpersonal skills to maintain effective relationships with suppliers to ensure efficient supply chain processes and to mediate and resolve issues surrounding supply, maximising positive outcomes for the organisation and individuals within it.

Programme Benefits
- Understand the relationships between independent companies who share compatible goals, strive for mutual benefit and acknowledge a high level of mutual interdependence through strategic partnerships
- Explore process and criteria to evaluate potential suppliers and establish a prioritised supplier shortlist against the criteria
- Develop terms of appointment within contracts of partnership to achieve service support requirements
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- Exploit the best practices for identifying and investigating causes of disagreements with partners that may lead to validity assessments
- Evaluate supplier performance against the requirements of partnership agreements

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Mr. Paul Tham
Advantages. The costs and the sources of competitive advantage change with time. There are many types of costs: some are manifest and others are latent; some are important considerations. Operational and tactical decisions driven by short-term cost especially in offshoring. Competitive advantage and the top-line should be equally and the bottom-line have been primary considerations in recent outsourcing decisions, business strategy; and on the other hand, it should drive the business strategy. Cost with the enterprise business strategy: on the one hand, it should be driven by the enterprise Strategic IT Sourcing strategy should have a symbiotic relationship forms of IT outsourcing – which include business process outsourcing, multisourcing, IT outsourcing has evolved and morphed over the last 20 years to a variety of forms and managing the resulting alliance.

About IT Performance Management

IT outsourcing has evolved and morphed over the last 20 years to a variety of forms and operating business models today. Strategic IT Sourcing focuses on the strategic forms of IT outsourcing – which include business process outsourcing, multisourcing, “cloudsourcing”, and newer models of joint-ventures, partnerships and acquisitions. The enterprise Strategic IT Sourcing strategy should have a symbiotic relationship with the enterprise business strategy: on the one hand, it should be driven by the business strategy; and on the other hand, it should drive the business strategy. Cost and the bottom-line have been primary considerations in recent outsourcing decisions, especially in offshoring. Competitive advantage and the top-line should be equally important considerations. Operational and tactical decisions driven by short-term cost considerations alone may be detrimental to the enterprise strategy in the long-term. There are many types of costs: some are manifest and others are latent; some are short-term and others are long-term. There are also many sources of competitive advantage. The costs and the sources of competitive advantage change with time.

NICF - Strategic IT Sourcing

The evolution of IT Sourcing as a key strategic tool continues to create advantages for businesses that deploy and manage it well, as IT’s impact in the enterprise becomes pervasive.

Companies and governments around the world now recognise Strategic IT Sourcing as a global imperative – strategically placing business operations offshore or onshore, driving the achievement of key business objectives. These developments have given rise to an industry that is worth many billions of dollars today and growing significantly into the future.

Both profit and not-for-profit enterprises are increasingly outsourcing IT for a variety of reasons, such as concern for cost and quality, lagging IT performance, supplier pressure, and more recently, innovation and agility. Indeed, Strategic IT Sourcing is a harbinger of the transformation of traditional IT departments and provides a glimpse of the emerging organisational structures of the information economy.

The outsourcing solution is acceptable to large and small enterprises alike because strategic alliances within this space are now more common and the IT environment is rapidly changing. Nonetheless, outsourcing alliances are complex in nature and evolve over time. Key decisions involved include when to outsource, how to structure, and managing the resulting alliance.

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Who Should Attend

Senior IT executives/managers, Procurement executives/managers

Course Leader

Mr. Sushil Chatterji

Sushil Chatterji is Director & Principal Consultant of EduTech Enterprises, a specialist advisory consulting and training company. Sushil has been providing consulting and training services in Europe and the South East Asian region over the last 10 years. His primary areas of engagement are in Business Governance of IT, and Enterprise Architecture for Business Transformation. He is concurrently a partner of ICT Control in Brussels which is a consortium of specialists. In this affiliation, he is responsible for the Enterprise Architecture and Value Governance practice areas.

Sushil holds a Masters degree in Business Management, professional certification in the Governance of Enterprise IT (CGEIT), and is a Certified Enterprise Architect (CEA) from Carnegie Mellon University’s Institute of Software Research, as well as certified in TOGAF which is a framework for Enterprise Architecture.

Having more than 25 years’ experience in the IT industry with IBM, the Singapore National Computer Board, and META Group, Sushil works independently and together with associates to provide learning, facilitation and strategy deployment services to assist organisations in integrating process, knowledge, technology and change approaches for improving business and organisational performance. A strong proponent of Governance of IT, and Enterprise Architecture for Business Transformation, Sushil advises, coaches, train and mentors using best practices, frameworks and process-improvement methodologies. Besides providing advisory consulting services to clients, he conducts training at the Solvay Brussels School of Economics and Management and an affiliate of the IT Governance Institute for the ISACA CGEIT certification (Certified in the Governance of Enterprise IT), and IT Management courses. Sushil is also an accredited trainer with ISACA on the CobIT Foundation, and the IT Governance implementation courses. He is a member of the ISO Work Group that has established and is continuing to develop global ICT Governance standards – ISO/IEC 38000 – as subject matter expert. He is also the author of the official 2010 CGEIT Review Manual.
NICF - Legal and Regulatory Consideration in an IT environment

This module is designed to give a detailed knowledge and understanding of the principles, nature and development of legal environment of information technology.

Among the topics to be addressed are intellectual property of computer software and database, legal challenges in protecting virtual property and multimedia entertainment contents, legal aspects of information security and data privacy, negotiation and design of information technology service contracts, and legal and regulation on cloud computing. The module serves two purposes. On one hand, it enables information technology professionals to understand how to use legal resources to protect their properties and rights; on the other hand, it teaches IT practitioners how to handle liability issues in the IT sectors and reduce legal risks. Real-world examples from the text and current events will be used to demonstrate the applicability of the law, legal compliance, and limitations of legal protections.

Programme Benefits
- Understand the legal issues created by new IT service and emerging IT-related business models (e.g., cloud computing)
- Learn to protect individual and enterprise’s rights through intellectual property laws, contracts, data privacy, and information security law
- Understand the legal compliance responsibilities and the legal constraints under which an IT manager or an IT entrepreneur must operate
- Exploit the best practices for leveraging legal and technological measures in protecting intangible properties and mitigating the property misappropriation risks and legal compliance risks
- Design and deploy security policy and negotiate IT contract (e.g., licensing agreement, IT outsourcing contracts, cloud computing contracts, etc.)

Programme Outline

I. Information Technology and Intellectual Property
- Overview of intellectual property rights
- Copyright and computer programs
- Database copyright and the database right
- Intellectual property right of user-generated contents
- Patent law and information technology
- Law of confidence and information technology

II. Negotiation and Design of Information Technology Contracts
- Fundamental of IT contracts
- Liability for defective hardware or software
- Contracts for writing software
- License agreements for ready-made software
- Open-source software licenses
- Website development contracts
- IT/BPO outsourcing contracts
- Cloud computing contracts

III. Information Security and Data Protection
- Fundamentals of information security law
  - Computer Misuse Act
  - Unauthorized access to computer material
  - Unauthorized modification of computer programs or data
- Data protection law
  - USA, European Union, and Singapore’s related law
- Data subject’s rights
  - Privacy in electronic communications
- Data controllers and data processor’s liability in protecting information security and data security
- Current standards and frameworks for cloud services (e.g., ISO/IEC 27000 series – Information Security Management, NIST)

Who Should Attend
IT project managers, IT entrepreneurs, and practitioners who are responsible for the management of information technology and systems.

Course Leader

Dr. Chen Yuanyuan is an Assistant Professor in the Department of Information Systems at the National University of Singapore (NUS). She joined NUS in September 2008 after she received her Ph.D. (2008) and LL.M (Master of Law) degrees from Emory University (USA). She also holds a LL.M degree from National Huaqiao University (China) and is a certified lawyer in China.

Dr. Chen’s current research focuses on management of IT-enabled services and cloud computing. Her research covers the following areas: (1) negotiation and design of cloud computing contracts/service level agreements; (2) data security and privacy in cloud computing; and (3) cloud computing standards and inter-cloud interoperability. Her research on cloud computing contract design is widely accepted and cited by academic scholars and IT professionals. Recently, Dr. Chen received National University of Singapore Young Investigator Award for her research about data management policy in cloud computing. Her work has been published in many top academic journals such as Information Systems Research and Journal of Singapore Academy of Law.
NICF - Finance for IT Managers

This course covers the financial fundamentals that are needed for IT managers to understand in order to be more effective in the planning, budgeting and management of the IT environment.

In order to leverage on the competitive advantage of information technology in business, there are more business projects that demand effective IT solutions to be incorporated into their implementation strategies. As such, IT managers are expected to have a good understanding of the corporate strategies, and to apply financial information in the management of complex project portfolios. It is therefore important that IT managers are equipped with knowledge to understand finance terminology and concepts. This will provide them with the skills to develop a better understanding of key financial statements – income statements, balance sheet and cash flows, enabling them to manage different types of expenses, financial reporting, budgeting, funding, and investment appraisal.

Programme Outline

**Day 1**
- Financial Reporting Standards
  - Objectives of Reporting Standards
  - Differences in Reporting Standards
  - Components of a Financial Report
  - Understanding the Balance Sheet
  - Understanding the Income Statement
  - Understanding the Cash Flow Statement
  - Understanding Financial Ratios
  - Identifying Red Flags

**Day 2**
- Budgeting and Forecasting Process
  - Developing an integrated budget
  - Common Errors in Budgeting
  - Financial Forecasting

**Day 3**
- Investment budget
  - Budgeting for growth
  - Budgeting in times of economic weakness

Who Should Attend

Executives/Experts at middle management with 4-8 years of experience.

Course Leader

Mr. Tham Ming Soong

Mr. Tham Ming Soong left the mainstream financial services industry after a career spanning more than 30 years. Over the course of his career, Tham Ming Soong had held senior positions at the United Overseas Bank (UOB), Monetary Authority of Singapore (MAS), and the Overseas Chinese Banking Corporation (OCBC). From December 2005 until April 2012, Ming Soong was the Group Chief Risk Officer of UOB. In this role, Ming Soong was responsible for providing strategic risk management directions for the UOB Banking Group. He had responsibilities for credit, market, liquidity and operation risks of the Group’s banking, fund management and insurance businesses.

Until the end 2010 Ming Soong chaired the Risk Management Standing Committee of the Association of Banks of Singapore, and the Risk Management Working Group of the Institute of Banking and Finance. He is currently an adjunct Professor at the Risk Management Institute of the National University of Singapore.

In 2009, Ming Soong was named Bank Risk Manager of the Year by AsiaRisk. In the same year, under his leadership UOB received the QFC-Asian Banker Leadership Achievement Award (Risk Management). Ming Soong is a contributing author of “Banks at Risk – Global Best Practices in An Age of Turbulence”.

Ming Soong is currently engaged in advisory and consulting in the area of Enterprise Risk Management, with specific interests in the areas of big data and high performance computing.
NICF - IT Performance Management

The need for improving IT Performance Management is currently more important than ever before.

It has come to the fore as IT has moved to centre-stage in many if not most organisations, consuming significant resources and impacting business in dramatic ways. Senior IT and business executives need to be able to manage IT Performance to harness its potential to uplift and fulfil business strategies as never before, and hence IT Performance Management becomes key to enterprise success.

About IT Performance Management

IT Performance Management addresses the way organisations balance the demand and supply of IT, optimising the cost and maximising the business value of IT. It comprises multiple sub-disciplines in the fields of strategic management and financial management applied to IT.

Programme Benefits

The course will provide participants with methods to help IT Performance Management activities and is supported by several case studies. At the conclusion of the workshop, the participant will learn more about:

- The need for, and focus areas of IT Performance Management
- Best practices for IT Portfolio Management
- Leading frameworks in this subject area such as IT BSC, Val IT, and IT-CMF
- Essential elements of implementing an IT Performance measurement programme

Programme Outline

I. What is IT Performance Management all about
- Why should we care
- IT Performance Management Basics

II. Focus areas for IT Performance Management
- Strategic Alignment
- Value Delivery
- Risk Management
- Resource Management

III. Portfolio Management for IT Performance Management
- Planning for IT Portfolio Management
- People and Governance
- IT Portfolios and their content/context
- Building the IT Portfolio

IV. Implementing IT Performance Management
- IT Capability Management Framework
- Val IT Portfolio Management Processes
- Monitoring and Evaluating IT Investment Performance (COBIT P05 & M11)

Who Should Attend

For senior business, IT, audit and risk/compliance management executives involved in the performance management of IT.

Course Leader

Mr. Sushil Chatterji

Sushil Chatterji is Director & Principal Consultant of Edutech Enterprises, a specialist advisory consulting and training company. Sushil has been providing consulting and training services in Europe and the South East Asian region over the last 10 years. His primary areas of engagement are in Business Governance of IT, and Enterprise Architecture for Business Transformation. He is concurrently partner of ICT Control in Brussels which is a consortium of specialists. In this affiliation, he is responsible for the Enterprise Architecture and Value Governance practice areas.

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NICF - Risk and Compliance Management

Focusing on the protection of the business would result in a risk programme that, in theory, will meet regulatory compliance.

However, the protection of the business goes beyond the mandate of meeting regulatory compliance. Compliance is expensive. It is hardly surprising that companies are looking for ways to reduce the cost of compliance or, better yet, leverage on compliance requirements to develop competitive advantage. In many cases, taking a risk management approach lowers cost by reducing redundant controls and disparate processes, and facilitates long term growth.

The scope of protection against threats and degree of compliance depends on an organization’s risk appetite. When companies are financially successful, they can spend their way out of a compliance disaster. However, during less stable times, there is much less margin for error.

This course covers the fundamentals of organizational risk management for the IT professional. A good understanding of risk management philosophies and practices will enhance the IT professional’s ability to provide effective technology solutions to partner efforts in establishing sustainable growth strategies. Participants will learn how to identify corporate vulnerabilities and hot spots, and recognize the residual risks. They will be able to develop practical work plans that they can introduce to their workplace.

Programme Outline

**Day 1**
- Understanding corporate strategies
  - Internal environment
  - External environment
  - Regulations
  - Competition
  - Social Responsibility
- Understanding Risk
  - Risk tolerance and risk appetite
  - Risk types
  - Risk connectivities
  - Structure and unstructured data

**Day 2**
- Implementing a congruent strategy – A case study
  - Gaining buy-ins and partnership
  - Encouraging creativity and innovation
  - Creating a sustainable culture

**Day 3**
- Developing a work plan
  - Identifying opportunity
  - Identifying resource requirements
  - Putting it together

Who Should Attend

Executives/Experts at middle management with 4-8 years of experience.

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NICF - Effective IT Planning and Management

The course starts by providing a holistic view of the typical IT operation in an enterprise. It highlights those critical IT functions that have significant risk and impact on business performance but are frequently neglected. Participants will learn how to identify the weaknesses in these critical IT functions and develop an action plan to address the gaps and risks. The objective is to develop a reliable and efficient IT operation that would provide a strong foundation for effective IT planning and management.

For IT to be effective in supporting enterprise business, IT goals must align to enterprise goals. The course provides the understanding of IT from different perspectives in an enterprise and the importance of identifying the enterprise’s goals that an IT department should set as targets. After the participant has learned the aligning of goals, the course will guide them on how to establish an effective IT management structure to support their business growth and competitiveness. Participants will learn the contemporary issues in IT planning, operation processes, strategic and effective implementation of IT plans that are best practices in the IT industry. The participants will learn from case studies, experience sharing as well as success cases which will be quoted and analysed during the course. Such interactive methodology will enable learning on how proper IT resource planning and investment in IT can impact their business competitiveness in long-term.

In the recent years, rapidly changing technologies have impacted the business process significantly. Enterprises are increasingly depending on IT management and technology to grow their business. This course delivers the understanding that enterprises should explore, apply and manage suitable technology strategically to increase their market share and competitiveness.

Programme Outline

I. IT Planning Essential
   - Know your business goals
   - Identify targets in IT area that help to achieve business goals
   - Identify and align IT targets to support business goals
   - What should be included in IT planning?
   - The content of IT Plan

II. Strengthening IT Operation Management
   - An Overview of a typical IT organization
   - Strengthen IT infrastructure operation to deliver better IT services

III. Essential Support Resources for Planning and Management
   - Staff management and motivation with experience sharing and case study
   - Applying good practices to achieve operation excellence
   - Performance measurement for IT Operation

Who Should Attend

This course is designed to illustrate the fundamental of IT Planning and Management to professionals who are in the senior enterprise management level, CEO, CIO, CDO, Senior Manager who uses IT, Corporate Planner and IT Service Managers will benefit from this course.

Course Leader

Mr. Chee Yuh Min

Mr. Chee Yuh Min is currently a Director in IT Consultancy and Services (Singapore) Pte Ltd. He has solid 25 years of working experience in IT industry. In his career, he worked for Singapore National Computer Board, Singapore Network Services Pte Ltd and two major leading IT Outsourcing Services providers namely Electronic Data Systems (EDS) and Hewlett-Packard (HP) Company. In total, he worked for EDS and HP for 15 years as Director of Service Delivery and Account Director. In October 2009, he left HP in the capacity as the South East Asia General Manager for Outsourcing to pursue his career interest in IT management consultancy.

Yuh Min has in depth experience in IT operation, process, business management and customer engagement. In many cases, he is able to share examples to illustrate how IT issues were dealt with in practical situations. In fact, he uses mainly case study and discussions in the courses he conducts.

Yuh Min graduated from National University of Singapore (NUS) majoring in Economics in 1985. In addition, he holds a post-graduate Diploma in System Analysis from the Institute of System Science, NUS. He is also a Certified Senior IT Outsourcing Manager by Singapore Computer Society.
NICF - IT Governance for Senior Managers

The need for improving the management and governance of IT is currently more important than ever before.

It has come to the fore as IT has moved to centre-stage in many if not most organisations, consuming significant resources and impacting business in dramatic ways. Senior IT and business executives need to be able to manage and govern IT to ensure alignment with business and to fulfill business strategies. Hence the management and governance of IT becomes key to enterprise growth and success.

About IT Governance

IT Governance addresses the way leading IT-enabled organisations optimise the use of IT. This is done through five focus areas namely, strategic alignment, value delivery, risk management, resource management and performance measurement.

Programme Benefits

The course will provide participants with concepts and methods to enable management and governance of IT. It is supported by several case studies as best practice examples and for workshop discussion. At the conclusion of the course, the participant will learn more about:

- Understanding the role and necessity of governance in today’s IT-enabled business environment
- Overcoming limitations of traditional barriers to better governance by leveraging a governance framework
- Developing effective organisational change approaches and strategies
- Integrating current approaches to governance and management of IT in your organisation
- Optimising organisational resources used in “silo” improvement initiatives relating to IT-enabled business change initiatives
- Clarifying confusion over Business Governance of IT and Operational Management of IT
- Leveraging governance implementation best practices from international organisations
- Providing forward-looking assessments of governance and an improvement roadmap
- Incorporating the critical value and risk orientations into decision making over IT
- Influencing board and executive/senior management in creating and improving awareness of governance related to IT-enabled business

Programme Outline

I. What IT Governance is all about

- Corporate Governance fundamentals
- Business orientation of IT Governance
- Foundations of IT Governance
- ISO 38500 Governance of IT Standard

II. IT Governance Focus Areas

- Strategic Alignment
- Value Delivery
- Risk Management
- Resource Management
- Performance Measurement

III. Business Governance of IT with COBIT 5

- Key features of the framework
- Principles and enablers
- Implementation
- Assessment Program

IV. IT Portfolio Management – a critical element of IT Governance

- Managing the IT Portfolio
- Building the IT Portfolio Foundation
- Implementation
- Monitoring and Evaluating IT Investment

Who Should Attend

For senior business, IT management, and audit executives involved in and overseeing the governance and management of IT.

Course Leader

Mr. Sushil Chatterji

Sushil Chatterji is Director & Principal Consultant of Edutech Enterprises, a specialist advisory consulting and training company. Sushil has been providing consulting and training services in Europe and the South East Asian region over the last 10 years. His primary areas of engagement are in Business Governance of IT, and Enterprise Architecture for Business Transformation. He is concurrently partner of ICT Control in Brussels which is a consortium of specialists. In this affiliation, he is responsible for the Enterprise Architecture and Value Governance practice areas.

Sushil holds a Masters degree in Business Management, professional certification in the Governance of Enterprise IT (CGEIT), and is a Certified Enterprise Architect (CEA) from Carnegie Mellon University’s Institute of Software Research, as well as certified in TOGAF which is a framework for Enterprise Architecture.

Having more than 25 years’ experience in the IT industry with IBM, the Singapore National Computer Board, and META Group, Sushil works independently and together with associates to provide learning, facilitation and strategy deployment services to assist organisations in integrating process, knowledge, technology and change approaches for improving business and organisational performance. A strong proponent of Governance of IT, and Enterprise Architecture for Business Transformation, Sushil advises, coaches, trains and mentors using best practices, frameworks and process-improvement methodologies. Besides providing advisory consulting services to clients, he conducts training at the Solvay Brussels School of Economics and Management (a leading business school in Europe which is part of Université Libre de Bruxelles, and an affiliate of the IT Governance Institute) for the ISACA CGEIT certification (Certified in the Governance of Enterprise IT), and IT Management courses. Sushil is also an accredited trainer with ISACA on the CobIT Foundation, and the IT Governance implementation courses. He is a member of the ISO Work Group that has established and is continuing to develop global ICT Governance standards – ISO/IEC 38500 – as subject matter expert. He is also the author of the official 2010 CGEIT Review Manual.
NICF - Business Driven Enterprise Architecture
(Integrated Approach from Business Strategy to Implementation)

About Quality in Application Lifecycle

Business architecture is the blueprint that aims to fulfill the business strategy. It is an operating model designed to operate in unison amongst its various components: Goals, Facades, Processes, Entities and Communication. By modelling these components, the Business Architecture created and maintained enabled the business to intentionally direct the organisation towards the stated strategy.

These models also allow in-depth analysis of interactions within the organization, with customers and third parties. Modelling of processes, business entities and communication enables the business to understand the gaps between the business strategy and operating model – thus enabling senior business executive to quickly troubleshoot and fix gaps.

About Business Architecture

Business architecture is the “how” to align operating model to the business strategy. It describes the components, the approach and the on-going process to manage the architecture effort. Traditional Enterprise Architecture (IEA) has tended to be more Information Technology linked, the current and future state of EA is towards a more business oriented approach – hence Business Architecture.

Programme Benefits

The course will provide participants with concepts and methods to practice Business Architecture or Enterprise Architecture as it is more traditionally known. It is supported by several case studies as best practice examples and for workshop discussion. At the conclusion of the course, the participant will learn more about:

• Defining the various Business Architecture components
• Alignment of Goals to various components of business operating model – Facades, Processes, Business Entities and Communication
• The process of assembling the architecture and the various approach available to the architect
• Define the typical business types – Product, Service and Price-Driven architecture types and how they impact the operating model

Programme Outline

I. EA Introduction and Frameworks
• Introduction to Business Architecture
• About of Quality in Application Lifecycle

II. Architecture Components
• The Goals view of architecture
• The Facades view of architecture
• The Processes view of architecture
• The Entities view of architecture
• The Communication view of architecture

III. Assembling the Architecture
• The “How” to identify gaps between strategy and operating model, and how to communicate the gaps
• High-level alignment of the business architecture approach to the more traditional Zachman model
• How architecture is being applied by organizations to implement program in mergers & acquisitions, process improvement projects, etc.

IV. The Key Architecture Types
• Product-Driven architecture
• Service-Driven architecture
• Price-Driven architecture

V. Architecture Applied in Business
• Shifting Business Structure Models
• Acquisitions
• Process improvements
• Planning
• Project Initiation

Who Should Attend

For senior business, IT management and senior business analysts involved in and overseeing the business strategy implementation of IT.

Course Leader

Mr. Ong Whee Teck

Whee Teck holds a Bachelor of Electrical Engineering from University of Malaya. Upon graduation he joined the then Andersen Consulting (now known as Accenture) where he spent almost 17 years of his career.

In his years as a consultant, he was involved in many IT Strategies development for clients. His experience though primarily in the Financial Services sector, also includes various other sectors. He has done consulting work around the globe, in key Asian countries such as Singapore, Malaysia, Indonesia, Taiwan, Hong Kong, South Korea, and Thailand and in European countries like Spain and Greece. Whee Teck was involved in successful banking mergers in Indonesia (Bank Lippo and Bank Nagal) and in one of the largest banking merge in Singapore. His role includes helping clients with managing IT and operational activities. Besides mergers, Whee Teck has deep expertise in Banking Transformation programs such as core banking replacement.

In 2009, he was a partner in Accenture running their ASEAN Technology Consulting practice when he left the firm. He joined United Overseas Bank (UOB) as Group Head of Wholesale Technology and Operation organisation. As Executive Director, he was responsible for the group’s IT applications for Cash and Trade, Risk Management and Treasury applications. He was with UOB until early 2012.

Whee Teck has rejoined Accenture in January 2013 and is a Managing Director of Technology Consulting ASEAN, within Accenture’s Systems Integration & Technology.
Our Other Courses

The Singapore government recognises that IT management is a vibrant, strategic and vital sector that supports companies in their business goals. The competency level of employees in the IT area has been recognised as a key point.

STMI, in working alongside the Singapore government, provides a full range of effective strategic IT management training to increase the technology depth of the industry.

Choose from a full suite of programmes to enhance IT management in your organisation. Call us to develop your organisation’s personal training roadmap to meet your IT objectives.