

## Digital Strategy

1. What is the difference between the Pipeline Ecosystem and the Network Ecosystems? What is the difference for Markets? (slide 28)
2. What are competitive moves? kinds? example? (slide 32)
3. What are the three value disciplines? Why relevant for IT? Example! (Slide 37)

## Business Models

4. What is "versioning" of products? Why more important for digital products? Example! For whom beneficial? (slide 13)
5. Explain Business Model Pattern "unbundling"! Example not Private Banking
6. Business Model Pattern Multi-Sided Plattform. Explain! Example; fill out canvas.

## IT Governance

7. You are CIO of UZH: Which decision rights would you propose to keep for yourself? How do you organize the others?
8. What is the task of the IT strategy group in a bank? What is the task of the Business strategy groups? How do they relate to other groups?(slide 23)
9. What problems does "Services through coordination" solve? What new problems does it create? Examples!

## IT Outsourcing

10. What is the most important cost driver of outsourcing according to transaction cost theory? Why?
11. Please discuss the outsourcing phases (slide 14) through the eyes of principal Agency conflicts!
12. What core IT-Responsibilities would you leave inside an organization? why? (Slide 25)

## Portfolios

13. What parts of the application portfolio should be planned centrally? Which ones can be planned de-centrally? Under what circumstances should one plan even the latter ones centrally?
14. The Swiss money laundering laws change and Credit Suisse needs to change their payment application. What kind of a project is it in the application portfolio?
15. Support applications can be decided according to the logic of Free market or scarce resources. What does that mean? When do you go for free markets?

## Architectures

16. In what way is IS-Development like urban planning? What type of architecture is meant?
17. What are the economic benefits of architecture management?
18. What does the phase "implementation governance" in TOGAF mean?

## IT/IS Strategy

19. What is the relationship between an application portfolio and strategy: Which strategy? How represented in the outline of a strategy-document?
20. Should a strategy be developed by systematic analysis or by creative thinking? Explain using a model!
21. How do you initiate a IT/IS strategy project?

## IT Projects

22. Should one keep one project manager when an application moves from one field to another? Is this compatible to an agile approach?
23. Which IT projects are very risky? Why?

24. Projects can be characterized by size, Requirements volatility and low/high tech. For which projects is Scrum appropriate?

#### IT Benefits Management

25. What is the relationship between IT and business benefits? Give an example!  
26. How can business benefits be made more quantifiable? Give an example!  
27. Give two examples for irrational resistance to IT-induced change. What is the underlying bias?

#### Agile IT

28. "Working software is the primary measure of progress." Explain how this principle manifests in SAFE.  
29. What are the core roles in SAFE-Teams? How do architects contribute to the development of larger applications?  
30. What is the difference between Lean budgets and traditional budgets?

#### Agile Organizations

31. Explain, how modularity contributes to agile organizations!  
32. Are agile organizations more efficient or less efficient? Please argue economically!  
33. Explain Squads, Tribes and Chapters in agile organizations using an example

#### IT Service Management

34. Explain how value is generated in Service Management using an example  
35. What is the major difference between ITIL V2, V3 and V4  
36. What is the relationship between a business service and an IT service? Please use an example!

#### ITIL

37. How should a modern service desk for UZH be set up according to ITIL?  
38. What is the task of Service Level management? Include the Water-melon effect in your explanation!  
39. How do Non-functional requirements fit into a service management framework?

#### IT Management and Innovation

40. Is it good idea to listen to your customers when innovating? Explain!  
41. What is "digital innovation"? How is it different from traditional one?  
42. What does "Intrapreneurship" mean? How would you implement it?