

Global Delivery Model (GDM)

Global ICT resources are becoming a core delivery strategy for many multinational organizations and, increasingly also an interesting option for SMEs and government agencies. IDCs's annual European Service Survey shows the growth of the GDM market. In 2008 around 10% of the organizations used offshore resources. One year later, the figure had increased to 27%. In addition, 37% are considering offshoring. This is the reason why we have developed the track "Global Delivery Model" (GDM).

The GDM track focuses on making informed, elaborated decisions of the strategic use of global resources: offshore, near-shore and on-shore. The GDM focuses on the technical skills, process rigor, tools, methodologies, overall structure and strategies for seamlessly delivering ICT-enabled services from global locations. The GDM provides:

- An understanding of local languages and cultures.
- Access to resources of varying costs that allows deliveries of services to customers at an optimal cost (typically a mix of on-site resources combined with offshore resources).
- Work round the clock ("follow the sun" model) which increases the capacity twice or even three times compared with production in a single time zone only.
- Risk reduction from disasters (such as flooding, earthquake or political unrest) causing disruption in one place.

DSV are developing and delivering the GDM track in close collaboration with IBM, Tieto, Logica and Accenture, world leading providers of GDM services. The working group, with representatives from these companies and from DSV, is chaired by the Managing Director of the Swedish IT and Telecom Industry Association. The joint venture behind the GDM track will guarantee top quality courses based on real life business cases.

The GDM track will focus on the following functional domains:

- Applications Development
- Applications Maintenance

The courses will cover the following areas:

- Business Cases for GDM
- Productivity Assessment and Benchmark
- Sourcing Management Framework for GDM Operations
- Knowledge and Process Transition Management
- Operations Assessment
- Governance
- Risk and Security Assessment
- Compliance

- Culture Aspects

The GDM track will provide you with an understanding of the challenges you will face in real life business as an ICT professional. The interaction with trade and industry is therefore a cornerstone of the track.

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|--------|-------------|----------|------|-----------------------|
| Year 1 | Autumn term | period 1 | FC 1 | FC 1 |
| | | period 2 | FC 2 | SCRM 1 |
| | Spring term | period 3 | ES 1 | Philosophy of science |
| | | | ES 1 | ES 1 |
| | | period 4 | ES 1 | ES 1 |
| Year 2 | Autumn term | period 1 | ES 2 | ES 2 |
| | | period 2 | ES 2 | ES 2 |
| | Spring term | period 3 | TW | TW |
| | | period 4 | TW | TW |
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ES1 units for Spring 2011:

- GDM - Global Development and Delivery
- GDM - Application and Operations Management Model

In addition, the following course is recommended (period 4):

- Corporate Security and Risk Management

ES2 units for Autumn 2011:

- GDM – Blended Approach
- GDM – An outlook

In addition, two of the following courses are recommended:

- Value Based Risk Management in GDM
- Entreprenörskap (lectures in Swedish)
- System Theory and Security

GDM - Global Development and Delivery

Aim

Times have changed. Global integration is a strain on organizations to innovate even faster to deal with keen competition and maintain the edge in the marketplace. This course will provide insight into IBM's Global Development and Delivery with a full range of remote capabilities managed by high-quality/low-cost offering delivery teams.

Syllabus

The course focuses on:

- Decrease costs, increase flexibility of services to clients, and add value.
- Realize flexibility in addressing rapidly changing business conditions.
- Apply proven methodologies and processes to help improve the overall quality of products/services.
- Make tactical workload adjustments in order to keep high-value employees focused on strategic initiatives.
- Increase the productivity and efficiency of existing infrastructure.

Literature, Compendia and white papers

- TBD

Examination

- Assignment (4,5 credits)
- Written test (3 credits)

Preliminary lectures

- Lecture 1 : Decision, Contracting
- Lecture 2 : Contracting continued
- Lecture 3 : Transition excluding GD migration
- Lecture 4 : GD migration
- Lecture 5 : Fundamentals (Regions, Cost comparison, trends)
- Lecture 6 : Transformation
- Lecture 7 : Steady State
- Lecture 8 : Fundamentals (Change, Working with remote teams, Legal and Union requirements, SSME)
- Lecture 9 : Risks and lessons learned
- Lecture 10: Panel discussion with Project and Delivery managers and/or client guest speaker – sharing experience

(Consider India speaker for lecture 4 or 5)

Course leader

Christer Magnusson, DSV

IBM leader

Ulrika Uhlman

Teachers

TBD

Course assistant

Sung-Chun Chou, DSV

GDM - Application and Operations Management Model

Aim

This course is built on Tieto's application and operations management (ASM) model. ASM is a framework of processes and methods used to ensure quality deliveries. ASM is built on the industry standard ITIL and best practices from Tieto's experience in this field in all business areas. ASM supports all types of IT platforms and architectures.

Syllabus

The course focuses on three main areas.

- The first area is the actual hand-over of applications and/or operations management to Tieto. The lowering of costs in this area is a result of the industrialization of processes and organization. With a clear and proven definition of roles and responsibilities and definitions of what is needed from both a business and technical perspective, aligning this under common SLAs, cost is reduced.
- The second area is consolidation and efficiency improvements, particularly important in complex legacy environments. Once we have thoroughly mapped the different systems, we can start consolidating to fewer systems and potentially shut down obsolete systems.
- The third area is a matter of finding the most cost-effective way to produce the IT services through the global sourcing framework. Tieto's organizational set-up for application management and development is built to optimize advantages of low-cost production offshore or nearshore, without affecting quality of service delivered.

Literature, Compendia and white papers

- *Offshoring Information Technology: Sourcing and Outsourcing to a Global Workforce*, Carmel, Erran, American University, Washington DC, Paul Tjia, GPI Consultancy, The Netherlands, ISBN-13: 9780521843553, ISBN-10: 0521843553.
- + More to be decided

Examination

- Assignment (4, 5 credits)
- Written test (3 credits)

Preliminary lectures

- Lecture 1 : Introduction

- Lecture 2 : Risks in Global Deliveries
- Lecture 3 : IT Service Management
- Lecture 4 : ASM Service Catalogue
- Lecture 5 : Development projects
- Lecture 6 : Distributed Service Ramp-up
- Lecture 7 : TBD
- Lecture 8 : Case study – Swedish company

Course leader

Christer Magnusson, DSV

Tieto leader

Erik Nordmark

Teachers

Erik Nordmark, Torbjörn Tergesten, Kishore Ghadiyaram and Kavilesh Gupta from Tieto.
Christer Magnusson, DSV.

Course assistant

Sung-Chun Chou, DSV

GDM – Blended Approach

Aim

This course is built on Logica's IT outsourcing and business process solutions and services through Logica's global service delivery organization (GSD). Central to GSD is the "blended sourcing" model – which mixes onsite, onshore, nearshore and offshore resources to deliver services to customers at the right cost, quality, performance, security and risk. The 'blended sourcing' model uses people, process and technology to deliver an integrated service locally to Logica's customers.

Syllabus

The course focuses on:

- Certainty – standards and robust methodologies, tools, processes and platforms to ensure high productivity, managed risk, reliability and consistency
- Quality service – a single universal best practice governance model to ensure consistent quality
- Domain knowledge – industry specific and sector knowledge necessary to deliver the right service to customers across the globe
- Account management – all relationships and delivery are managed locally by dedicated senior managers

Literature, Compendia and white papers

- *The Outsourcing Enterprise series of white papers* draws on a series of interrelated research studies conducted by Professor Leslie Willcocks, London School of Economics, Sara Cullen of Cullen Group, Dr. Mary C. Lacity of the University of Missouri, St. Louis and Andrew Craig of Carig Ltd; four leading authors on outsourcing. The findings are sourced from over 1600 organizations located throughout Europe, the USA and Asia along with ongoing, unpublished research. <http://www.logica.com/the+outsourcing+enterprise/400009149>
- + More to be decided

Examination

- Assignment (4, 5 credits)
- Written test (3 credits)

Preliminary lectures

- Lecture 1 : Introduction - Blended approach
- Lecture 2 : ITSM Processes for global deliveries

- Lecture 3 : Governance in a distributed organization
- Lecture 4 : Tools and infrastructure
- Lecture 5 : Application Portfolio Blendability Analysis
- Lecture 6 : Delivery transformation
- Lecture 7 : TBD
- Lecture 8 : Case studies – Swedish companies

Course leader

Christer Magnusson, DSV

Logica leader

Lars Fransson

Teachers

TBD

Course assistant

Sung-Chun Chou, DSV

GDM – An Outlook

Aim

In the first part of this course, you will meet Accenture and take part of their experience of GDM. Then, we will move on to the final part of the courses in the master track GDM. We will focus on GDM's future and on the consequences for the society of GDM. Today, most companies, independently of whether they sell on the world or the domestic market, would not be able to develop or even sustain their strength without utilizing the opportunities of globalization. Swedish companies have adjusted well to this "Global Village". In fact Sweden is one of the most internationalized and globalized countries worldwide. Accordingly, the dependence on own and others 'production and service units outside Sweden is a question of decisive importance for the companies' future.

Syllabus

The course focuses on:

- Global delivery of SAP projects
- GDM trends
- The macro perspective
- The ICT companies perspective

Literature, Compendia and white papers

- *The World is Flat*, Friedman, Thomas L., Farrar, Straus and Giroux, August 2007, ISBN: 978-0-374-29278-2, ISBN10: 0-374-29278-7
- *Global Software Teams*, Carmel, Erran, Prentice Hall, ISBN-10: 013924218X, ISBN-13: 978-0139242182

Examination

- Assignment (5, 5 credits)
- Written test (2 credits)

Preliminary lectures

- Lecture 1 : Accenture Delivery Model (Accenture)
- Lecture 2 : Earned Value (Accenture)
- Lecture 3 : Compliance (Accenture)
- Lecture 4 : GDM trends (IDC)
- Lecture 5 : The macro perspective (Confederation of Swedish Enterprise)

- Lecture 6 : The ICT companies perspective (Swedish IT and Telecom Industry Association)
- Seminar 1: Project delivery
- Seminar 2: Project delivery (cont.)

Course leader

Christer Magnusson, DSV

Accenture leader

Ola Hellsing

Teachers

Accenture, TBD

Nils Molin, Managing Director, IDC Sweden

Stefan Fölster, Chief Economist, Confederation of Swedish Enterprise

Anne-Marie Fransson, Managing Director, Swedish IT and Telecom Industry Association

Christer Magnusson, DSV

Course assistant

Sung-Chun Chou, DSV