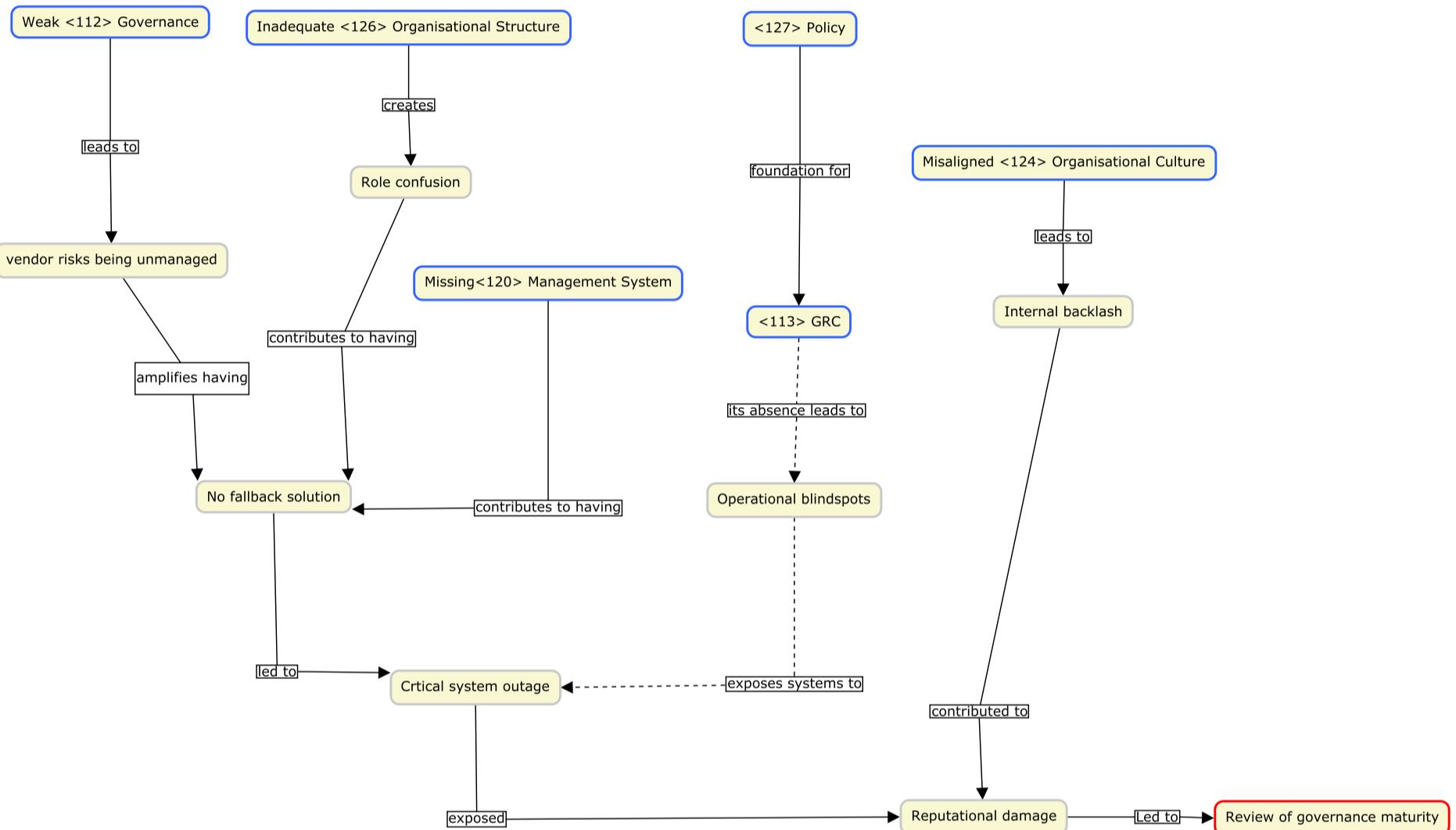


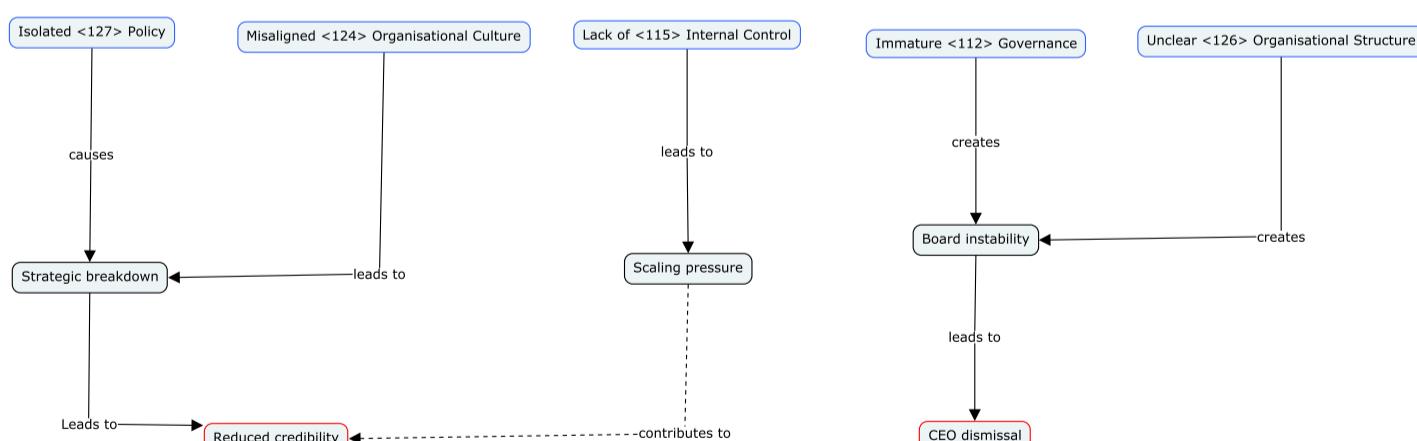
Concept Maps delivery- Theme 1 (Organizations, Governance, and Management)

Name	Student number
Nuno Miguel Sarmento Palma	86903

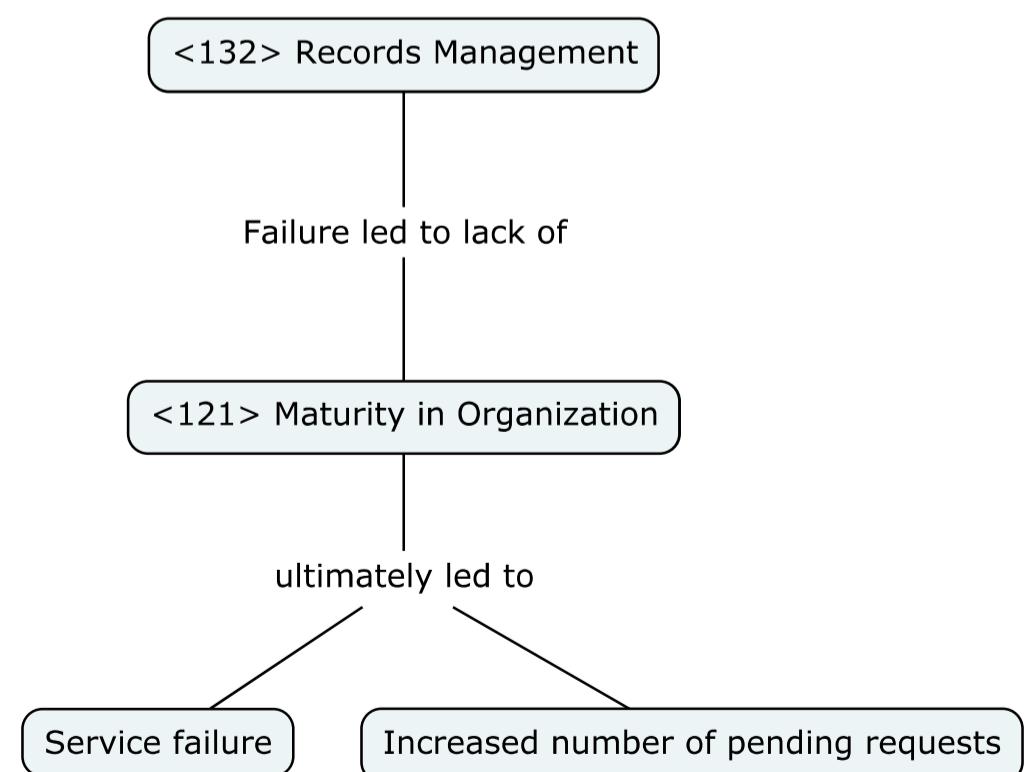
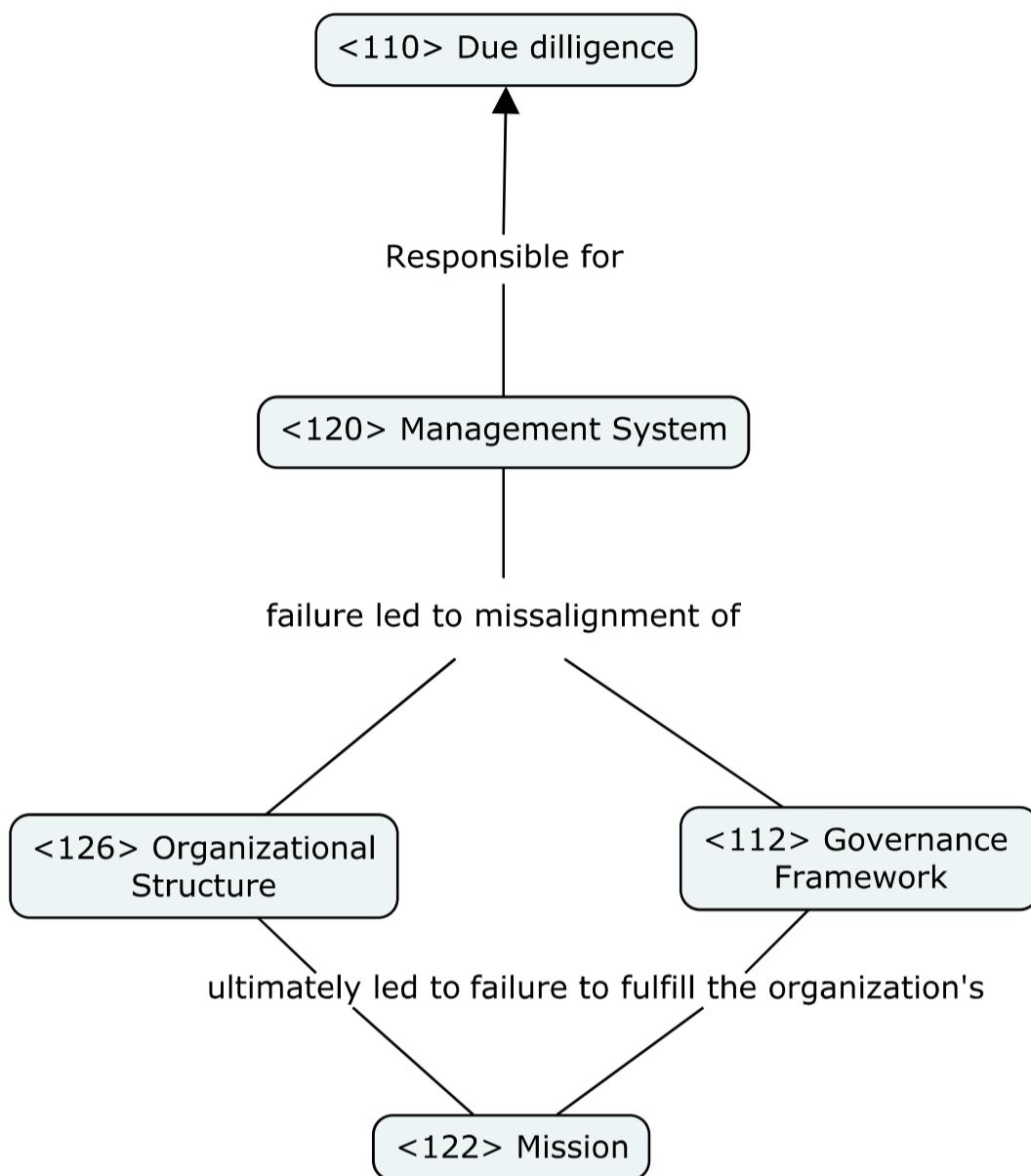
Concept map for ArcoMed cloud-first



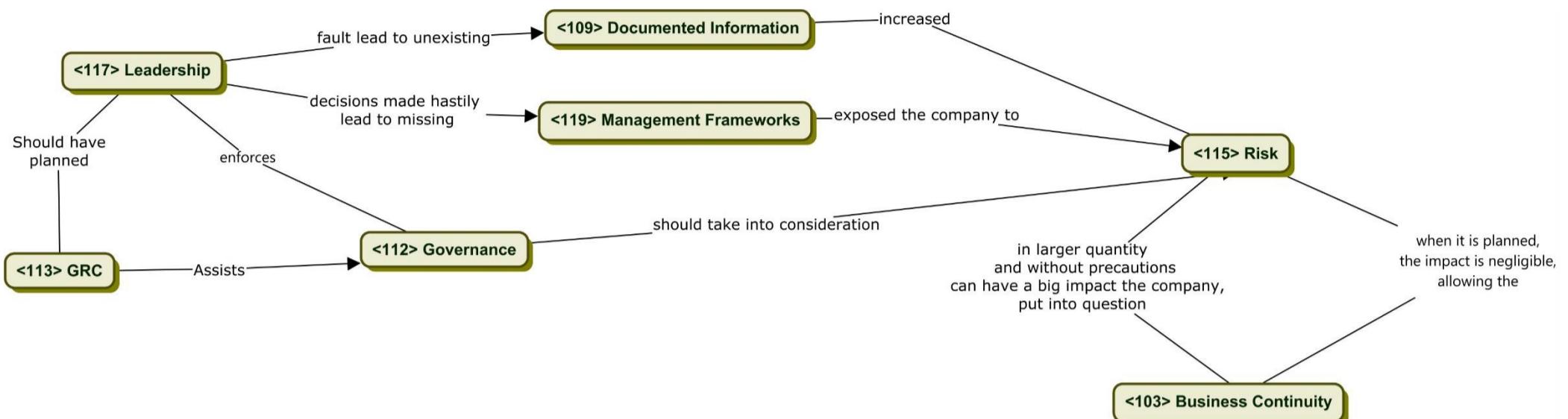
Concept map for OpenAI and the Boardroom Shockwave



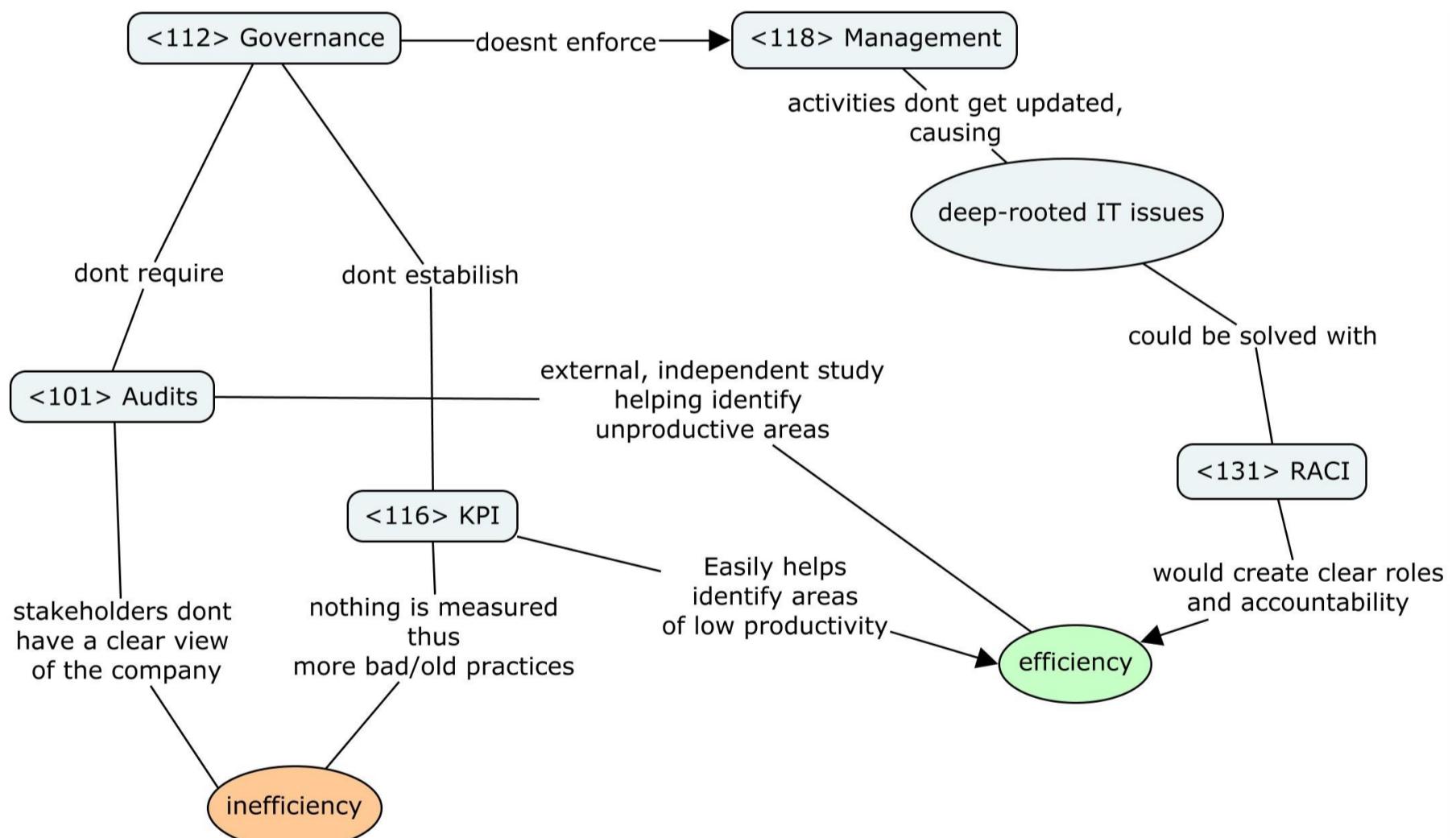
Afonso Pereira, 93572



Q.1.3 - 2.6 Story: MetroWater Access Denied

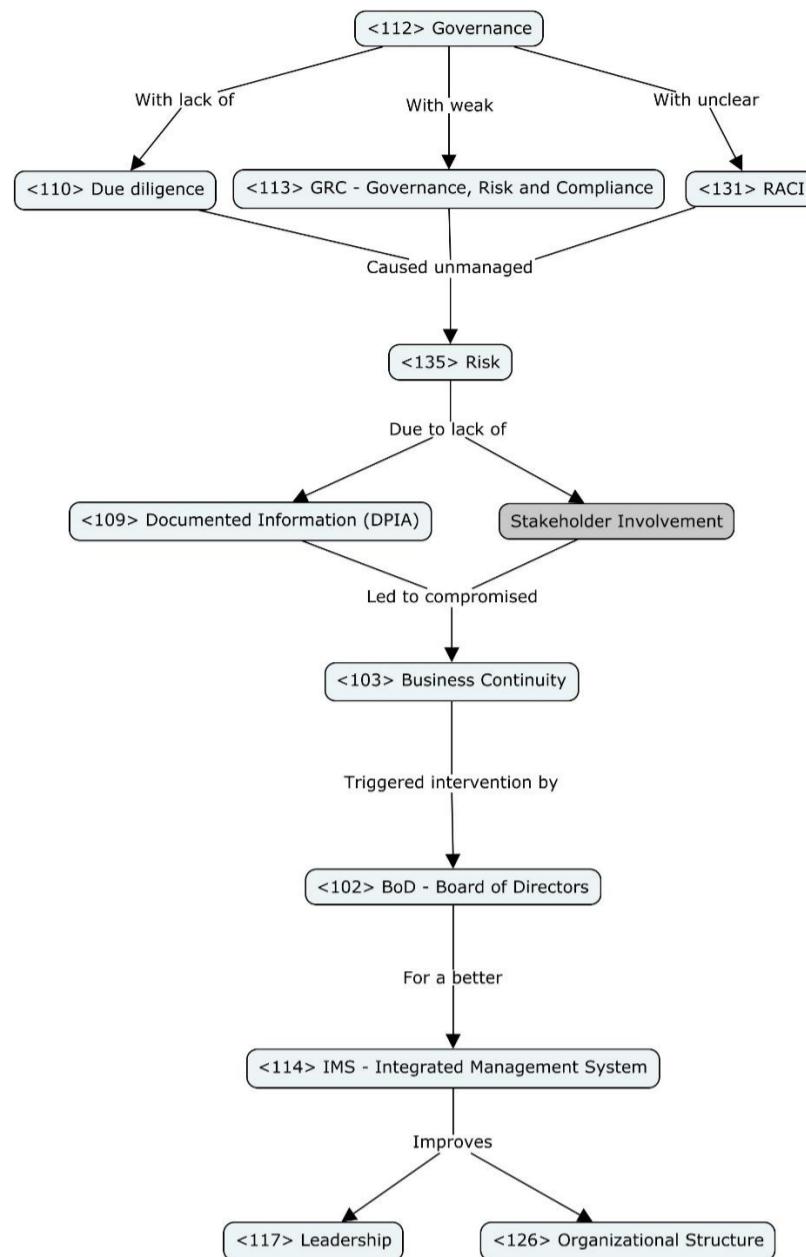


Q.2.3 - SEF migration debacle (2023)

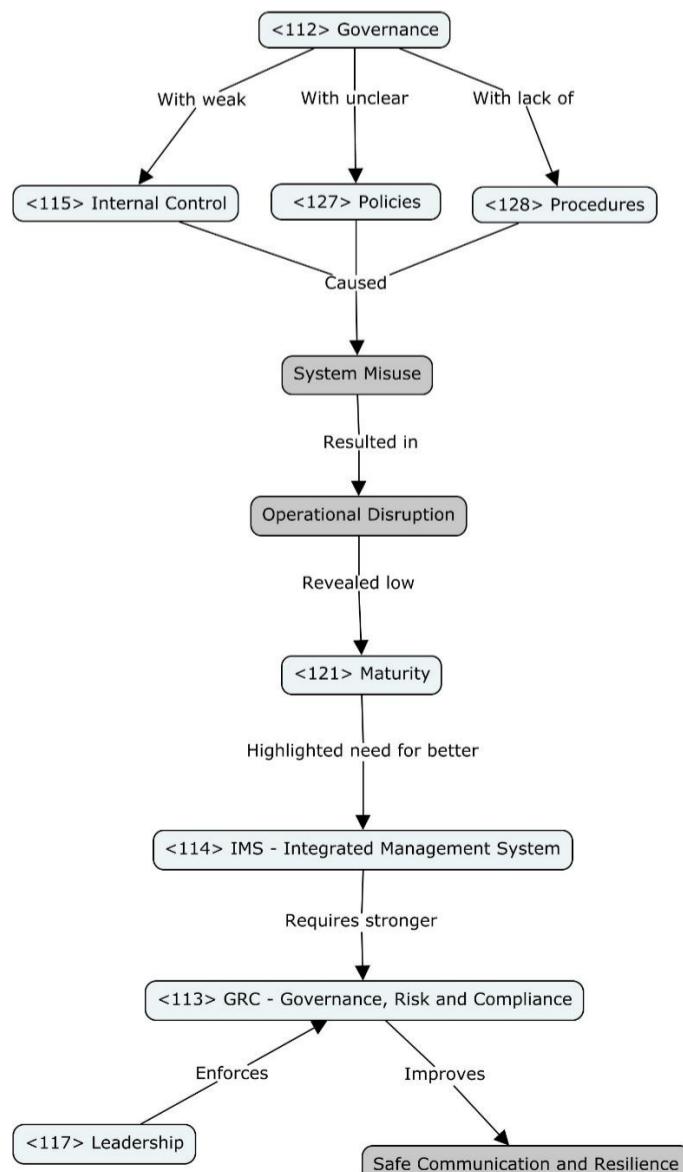


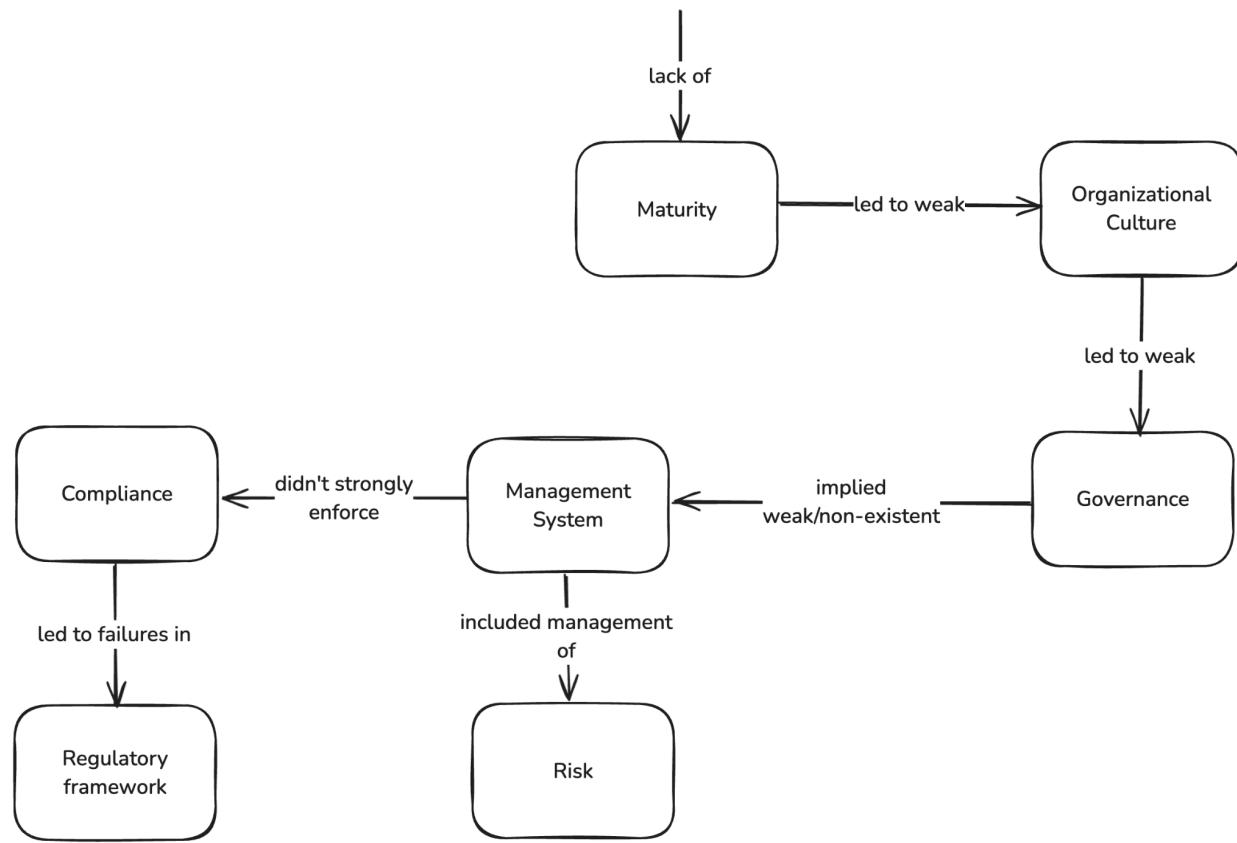
Soraia Batista - 93616

Q1.3 – Story Analysis: ArcoMed cloud-first

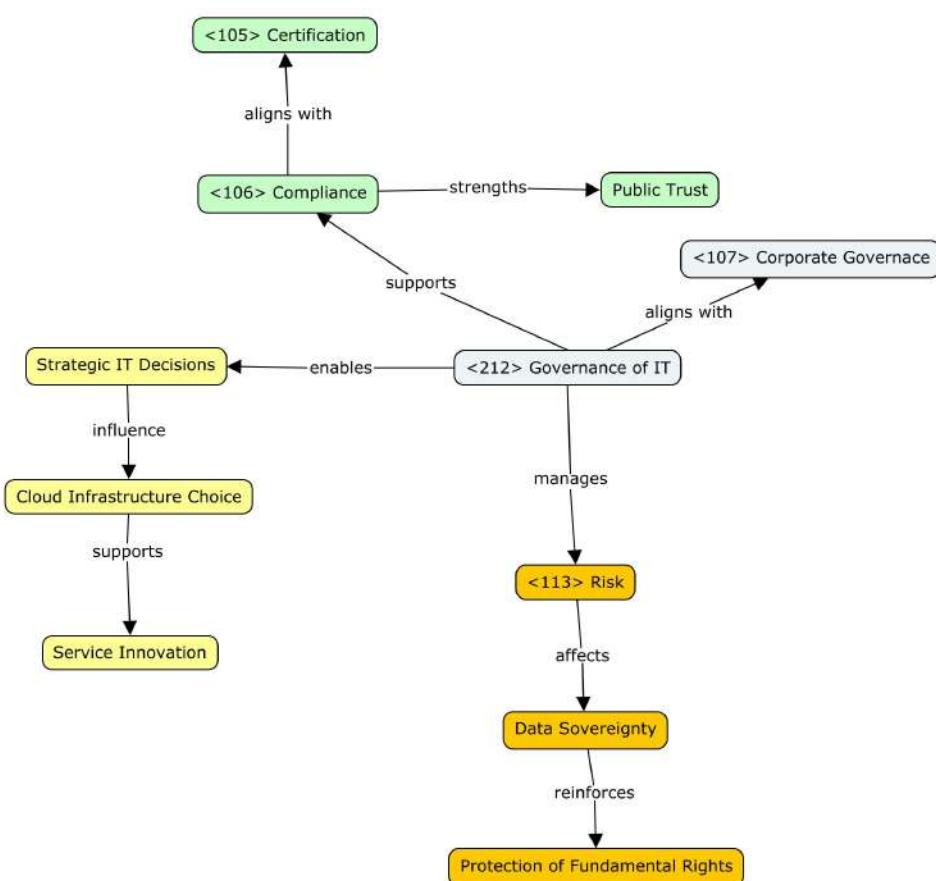
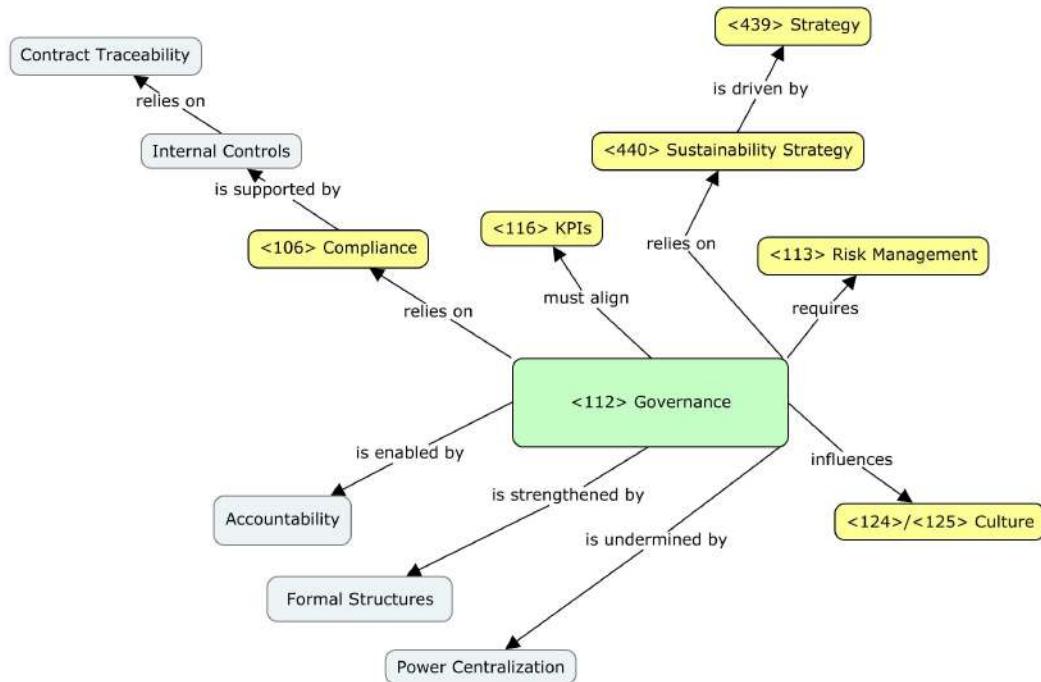


Q2.3 – Case Analysis: NHS email storm (2016)

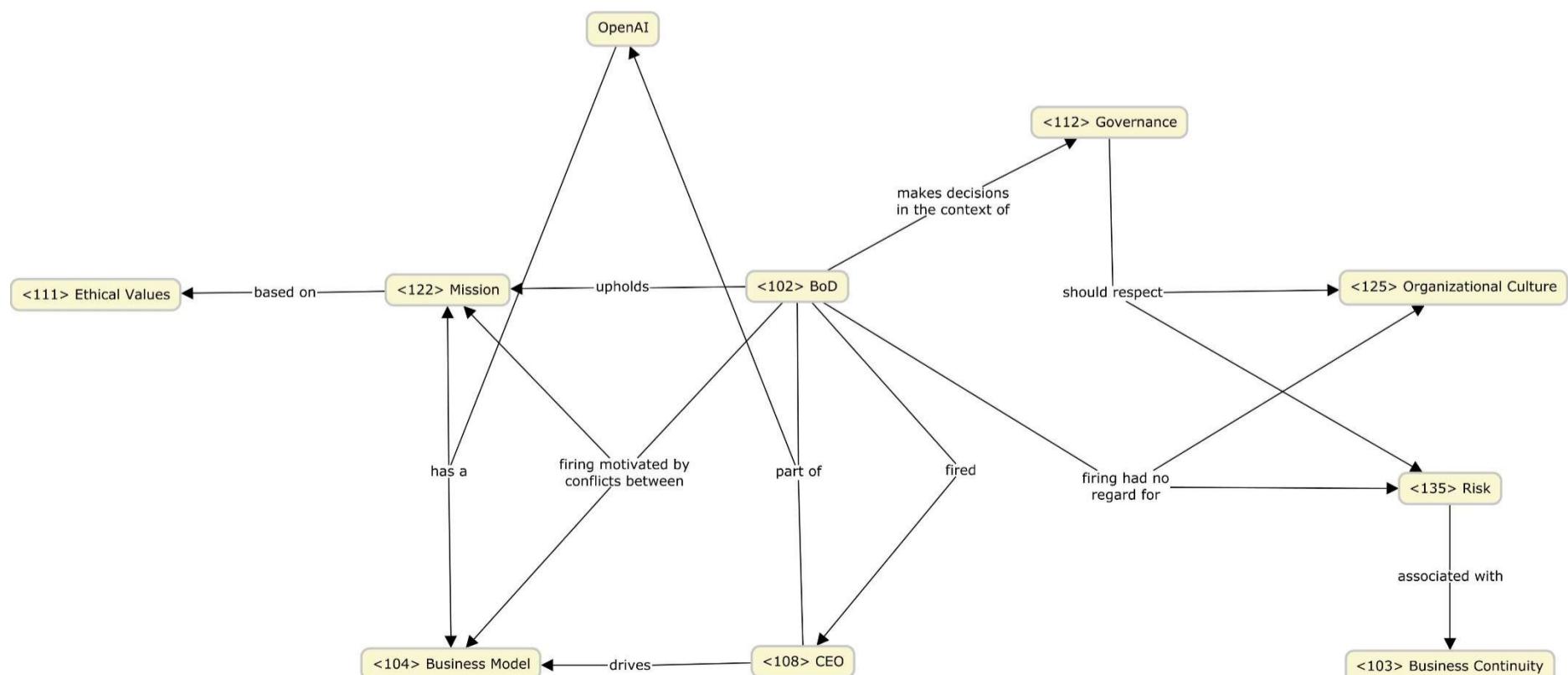
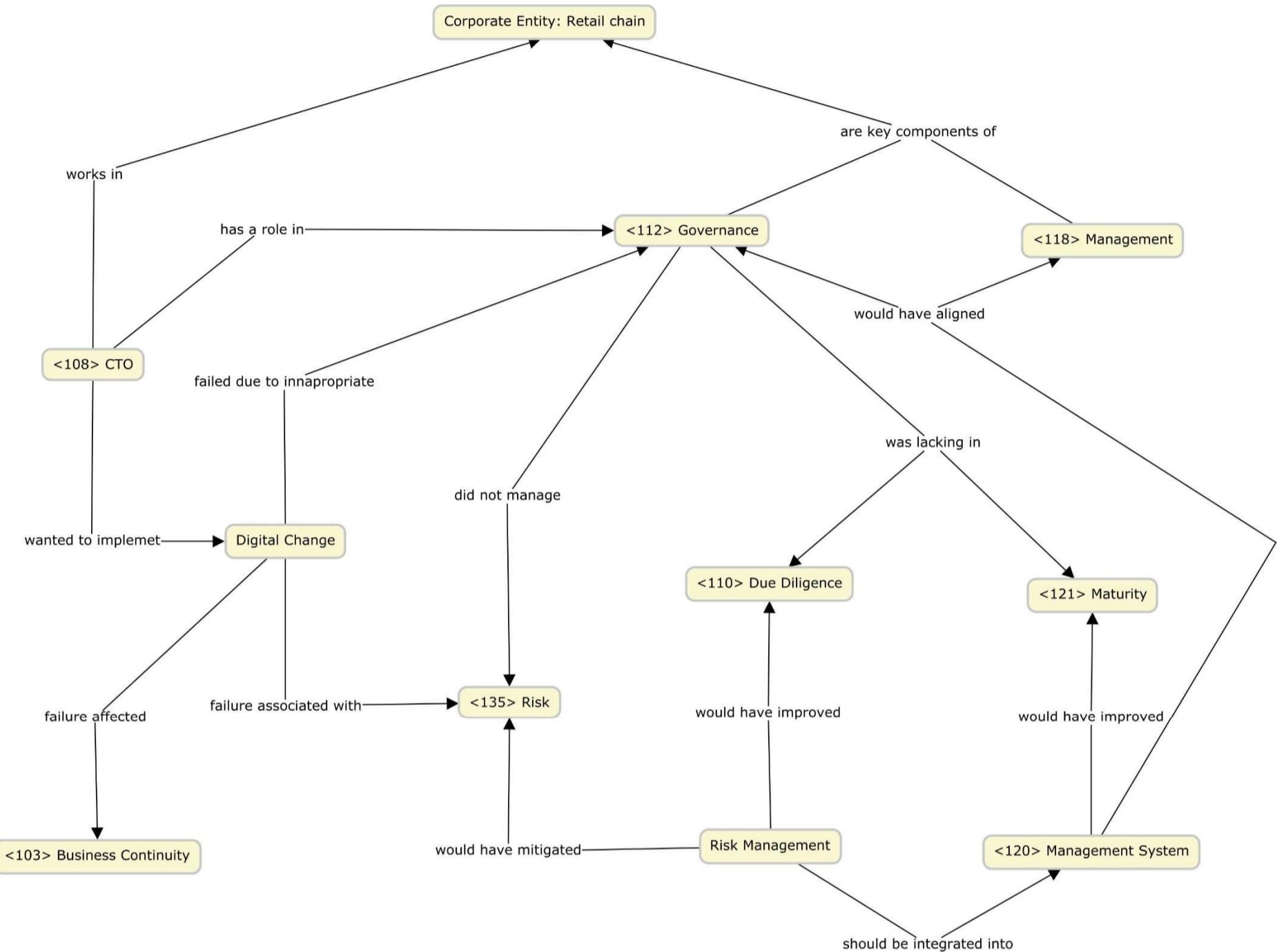




Ana Carolina Baptista 95529



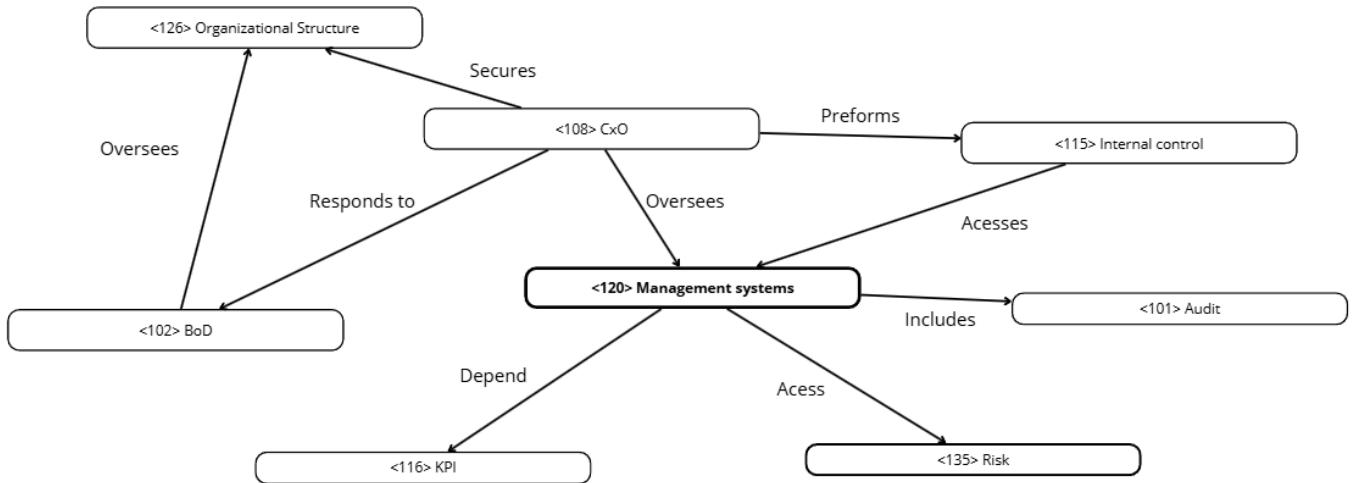
Francisco Capelo, 95743



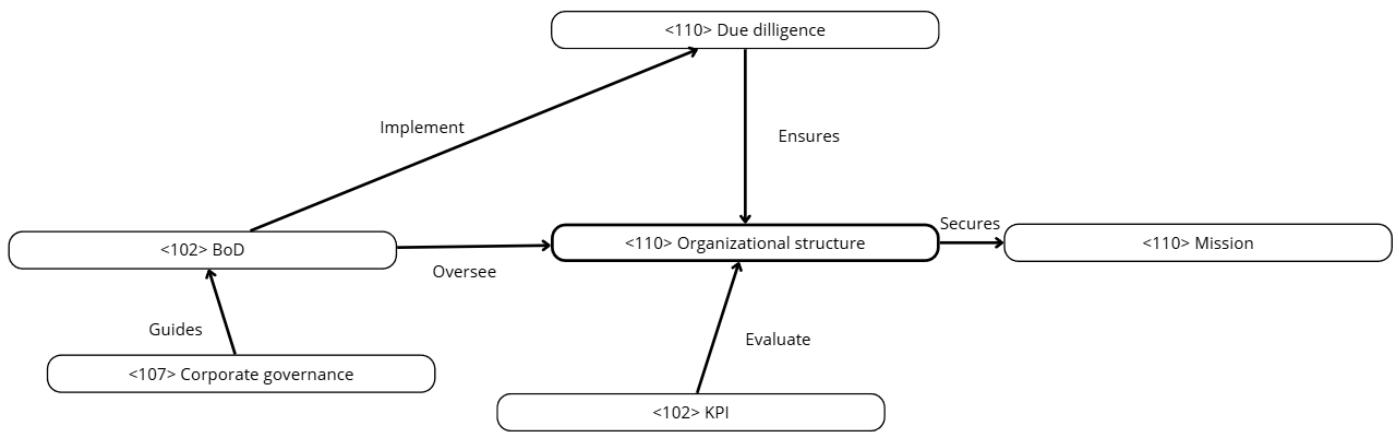
Name: Tomás Santos

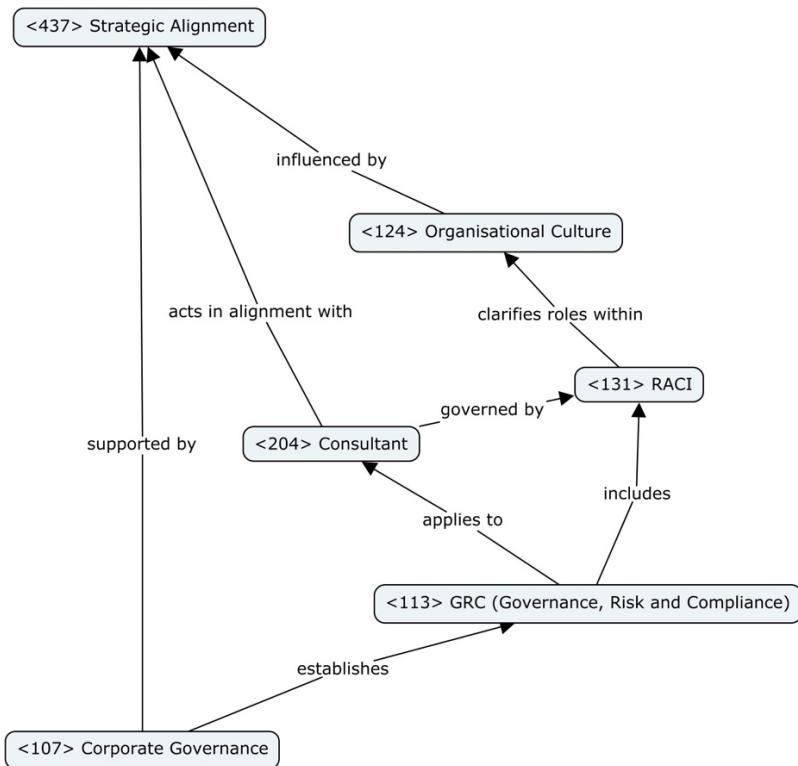
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Q1.3

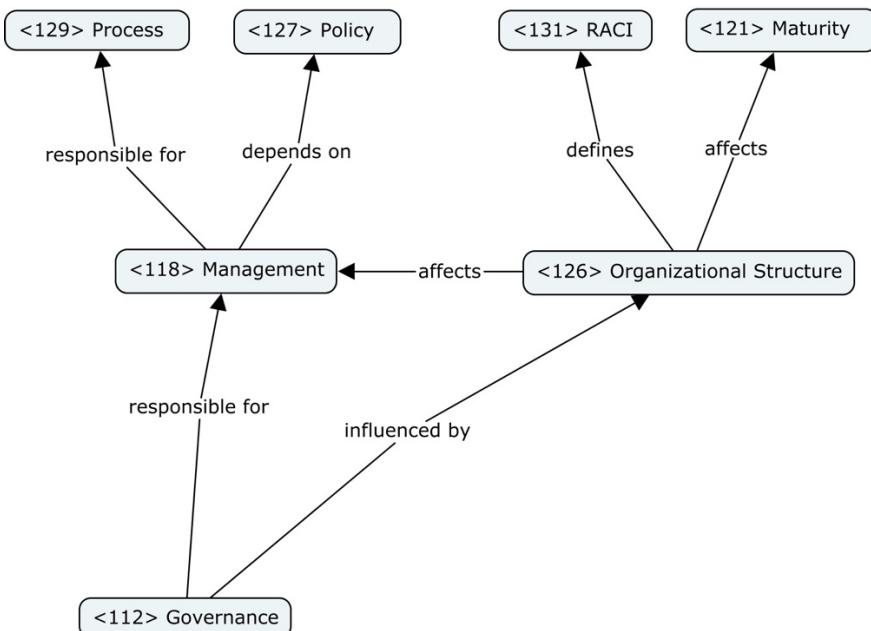


Q2.3

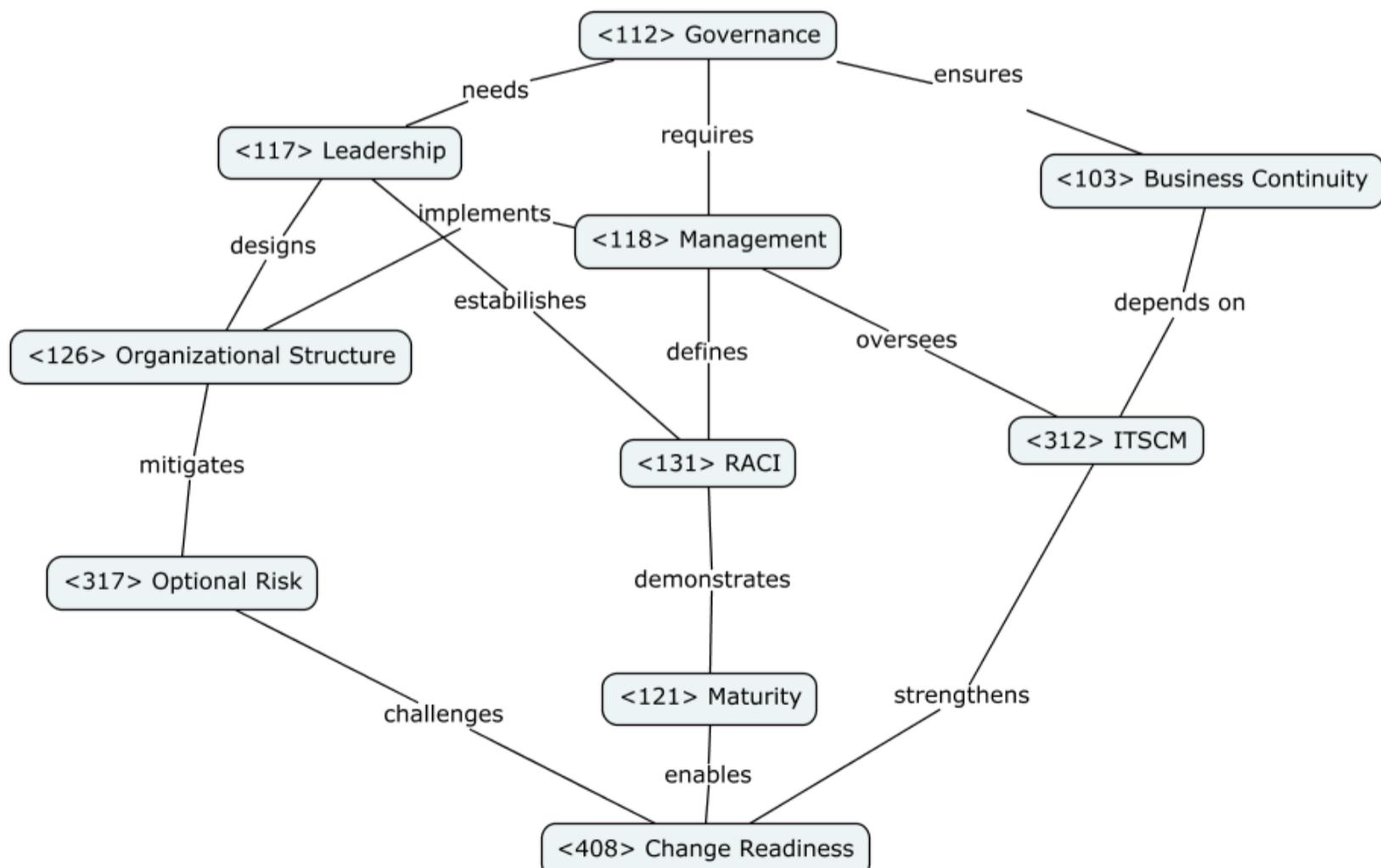
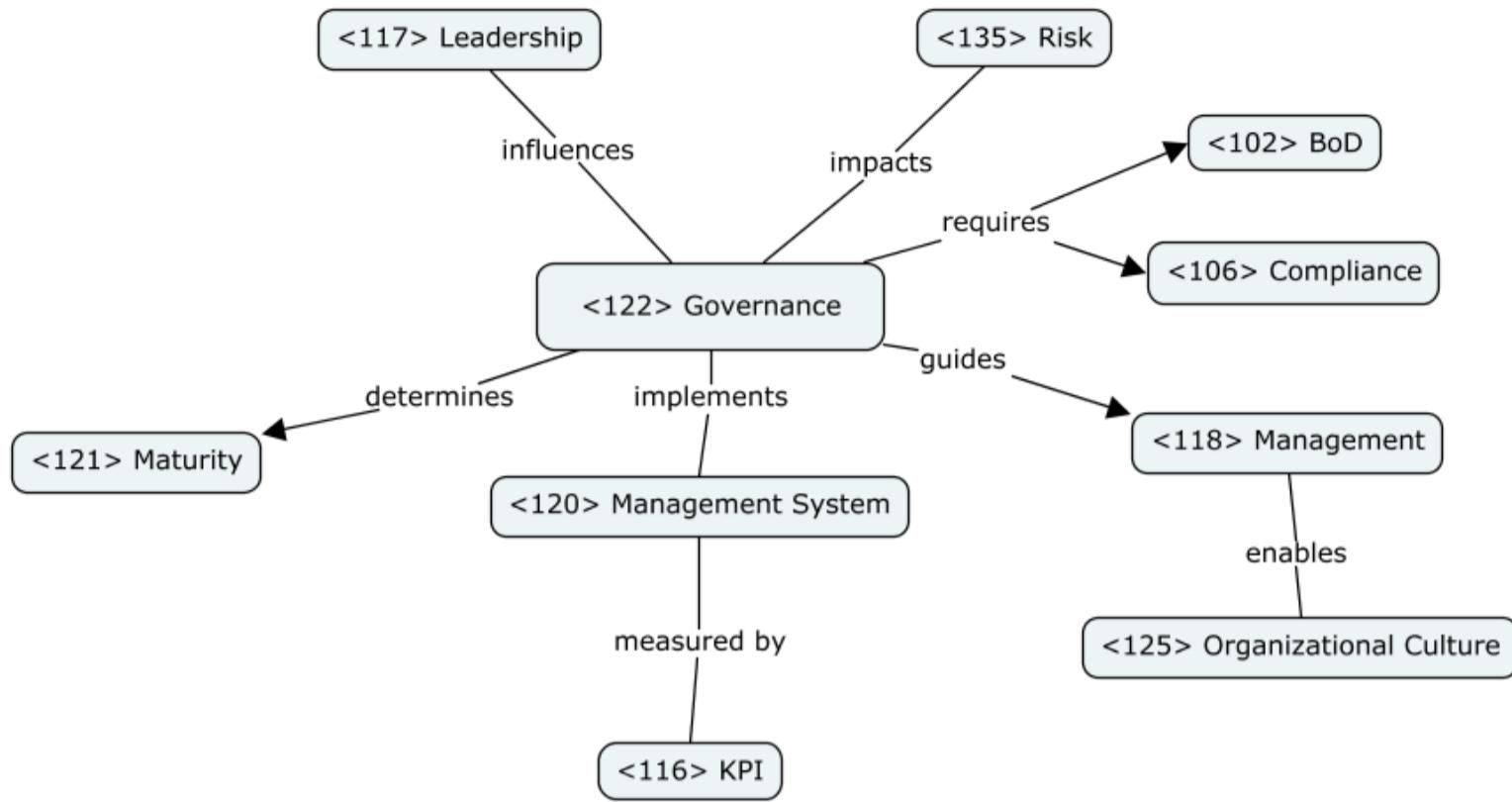




This map outlines the expected structural relationships in a transformation project like Tranvia Regional's. **<107> Corporate Governance** establishes **<113> GRC** structures, which should include clearly defined **<131> RACI** responsibilities that apply to all actors, including **<204> Consultants**. These consultants must act in accordance with **<437> Strategic Alignment**, which also shapes **<124> Organisational Culture**. However, in Tranvia's case, these structural relationships broke down: governance did not ensure alignment, RACI roles were unclear, consultants ignored cultural factors, and strategic goals were not embedded across the system — leading to failure.

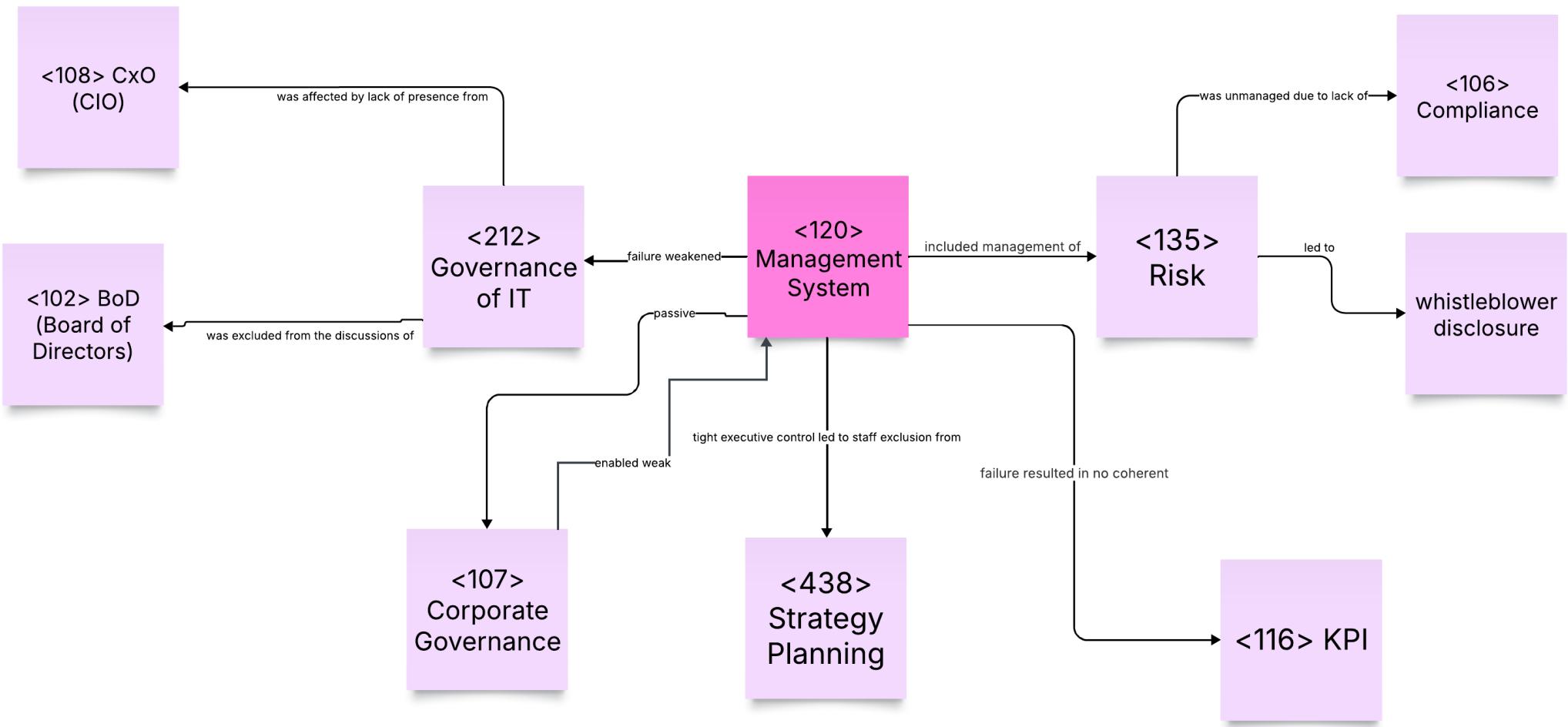


The SEF collapse revealed unclear **<126>** structures and low **<121>** maturity in **<118>** management practices. Weak **<112>** governance failed to enforce **<129>** process discipline, and **<131>** responsibilities were not well defined. Legacy systems were symptomatic of an organization unprepared for structural and procedural change.

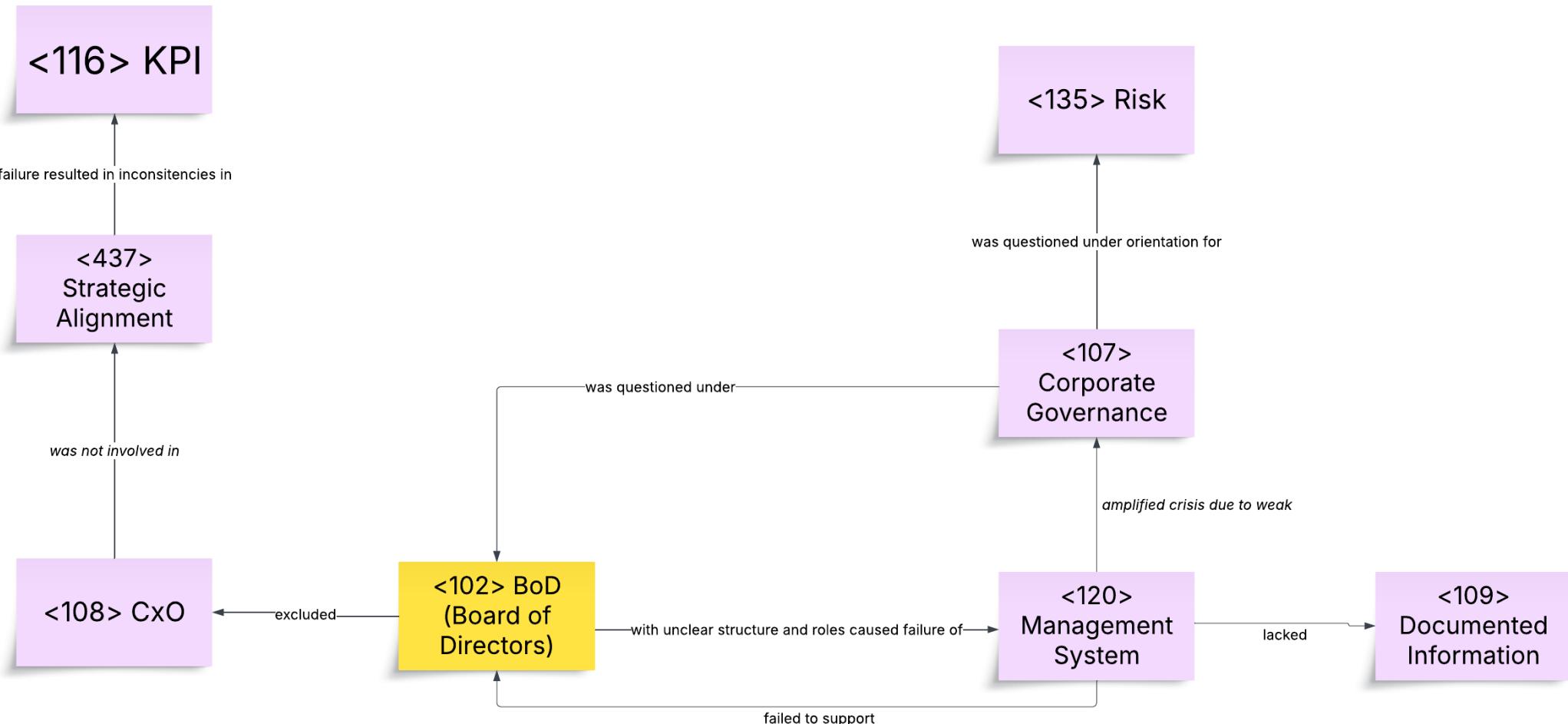


Martim Moita de Abreu 98956

Q1.3

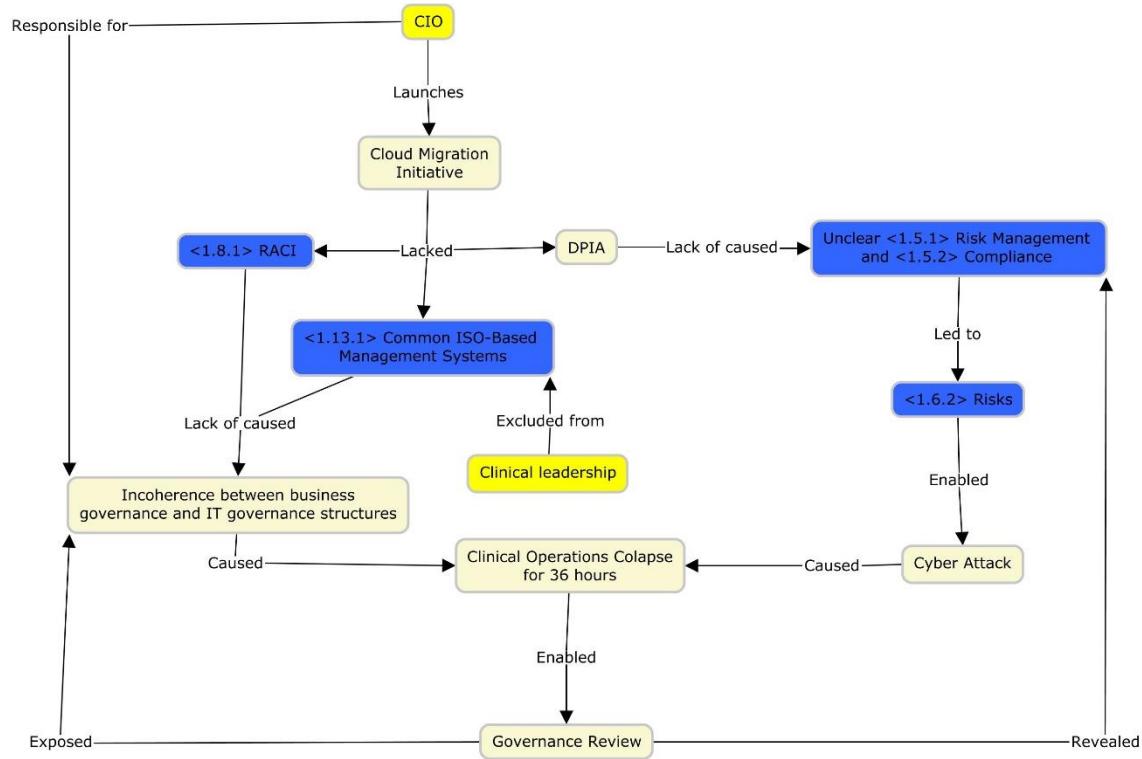


Q2.3

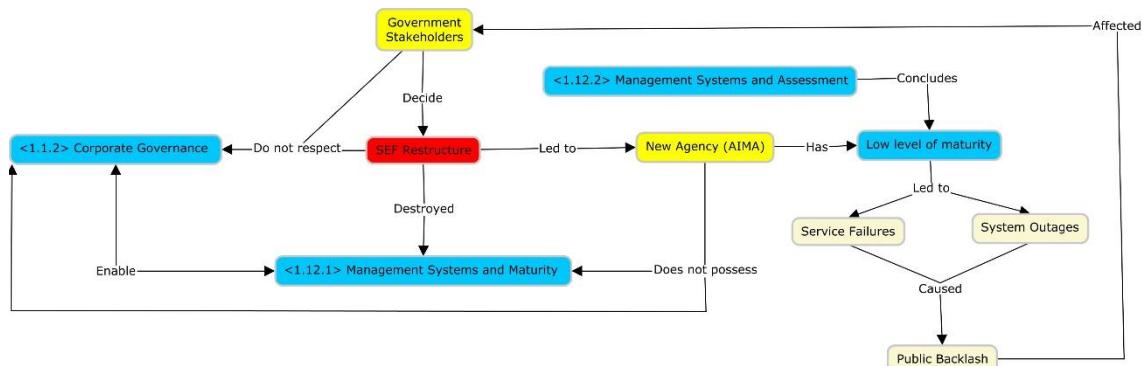


Miguel Capitão 98957

Concept map Q1.3:



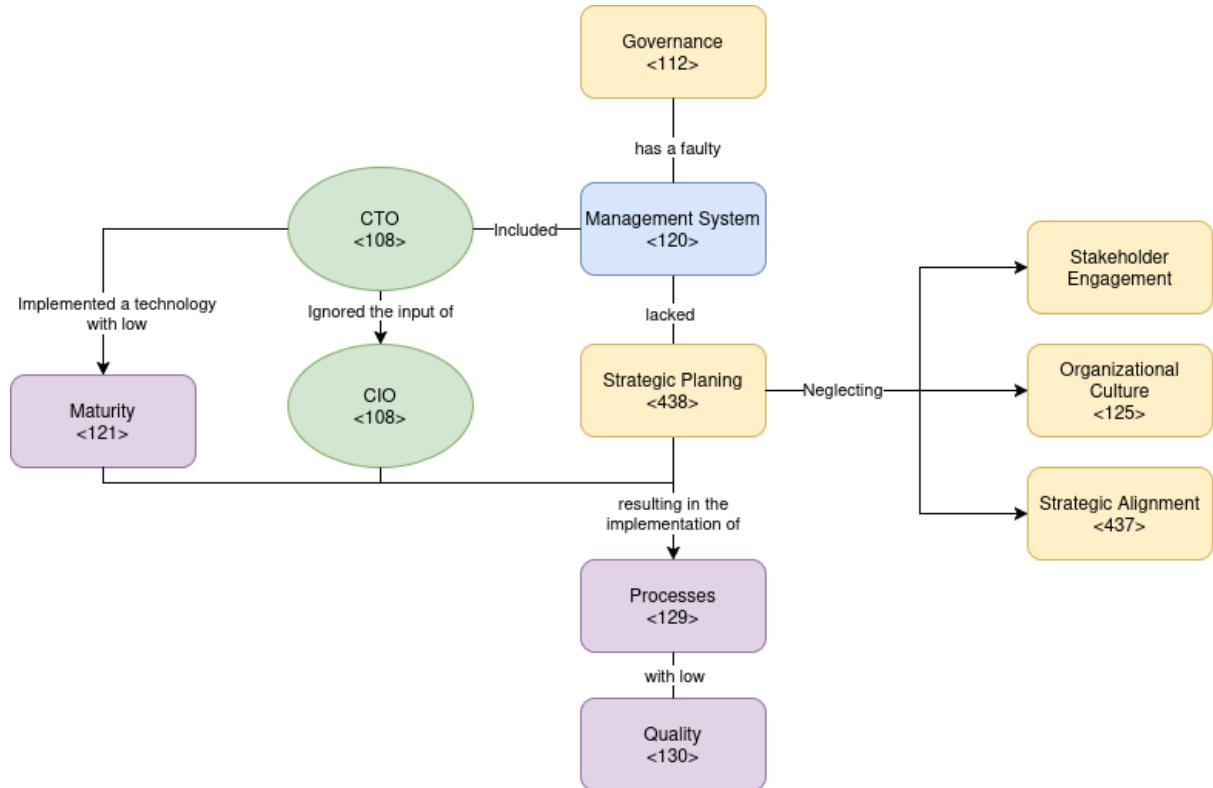
Concept map Q2.3:



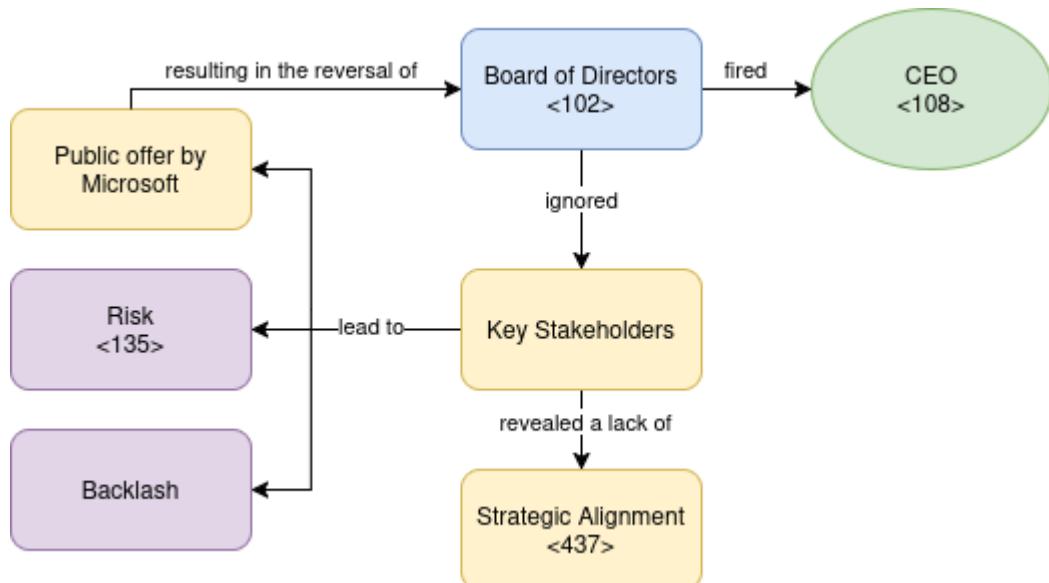
SGSI 2025 - Essay 1

João Pires - 99090

Q1.3:



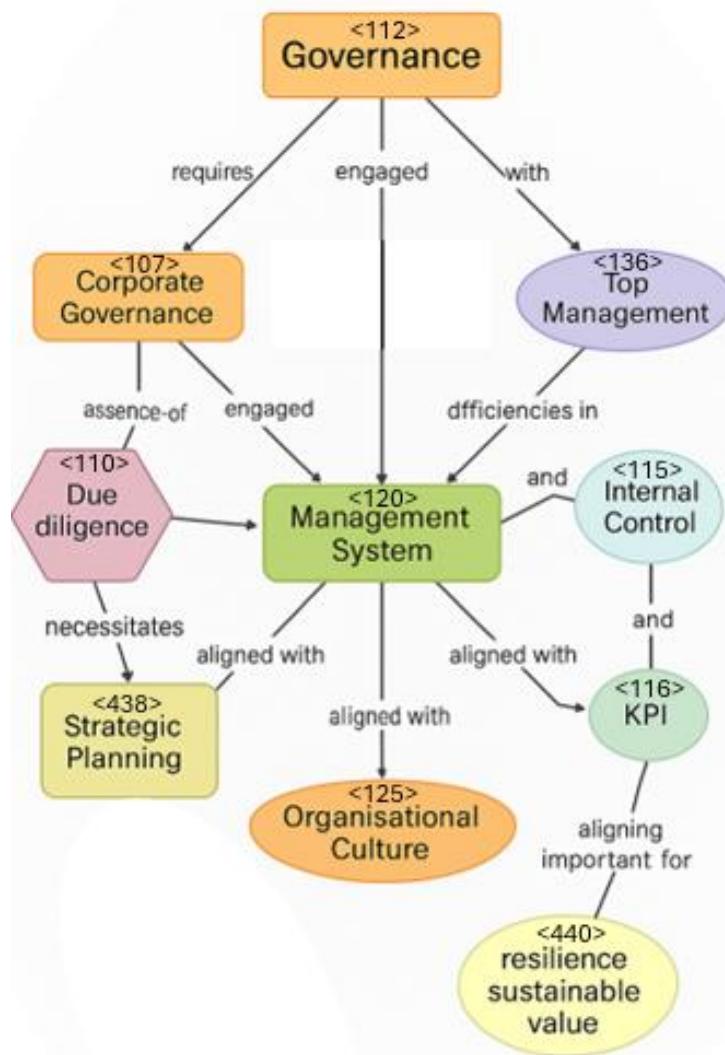
Q2.3:

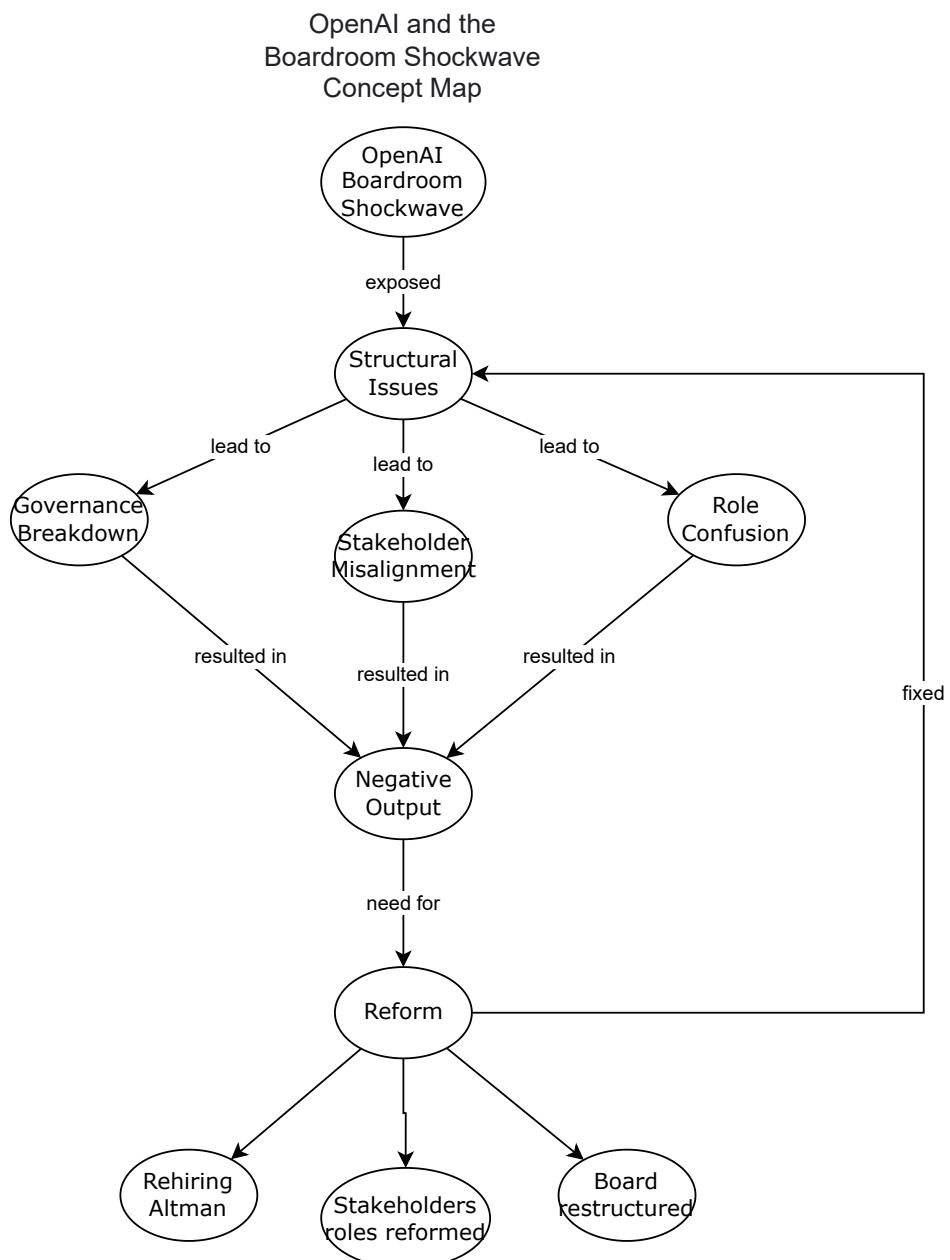
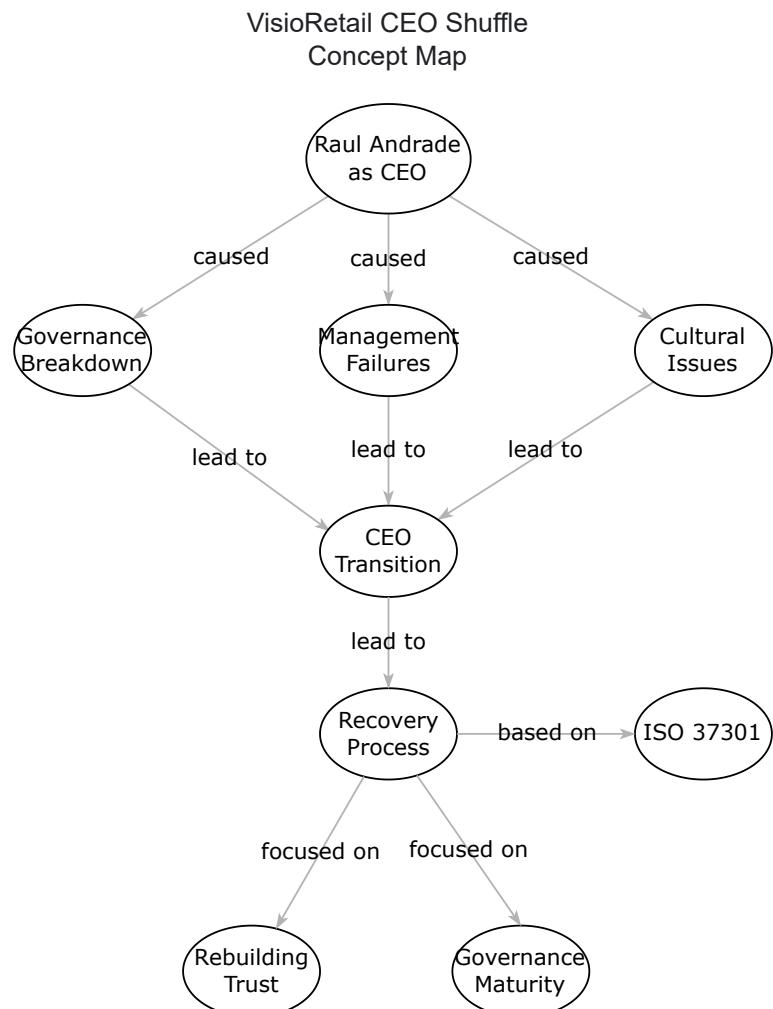


Rui Costa (99120)

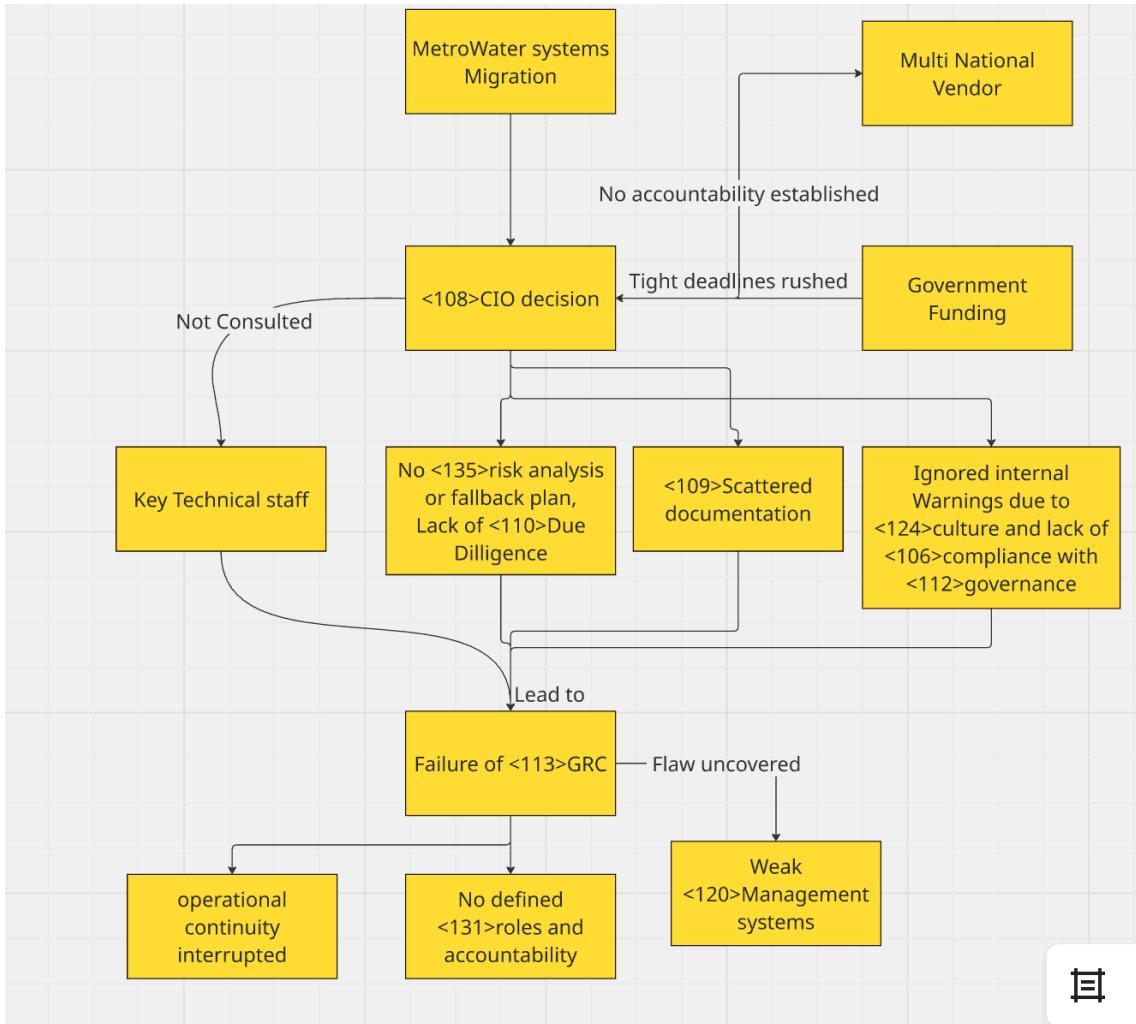
Concept maps:

- Q1.3:

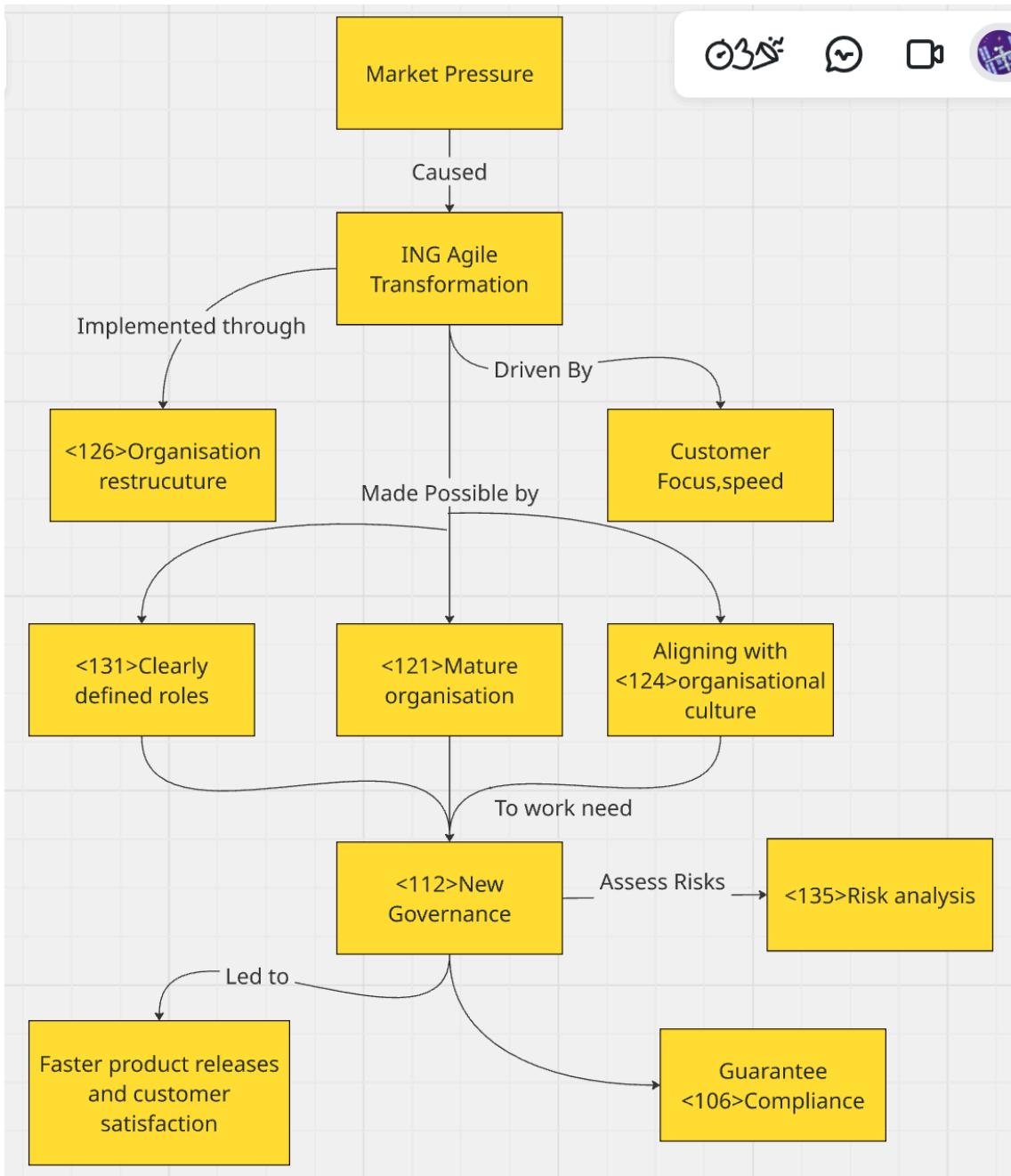




Q1.3 - Concept Map:

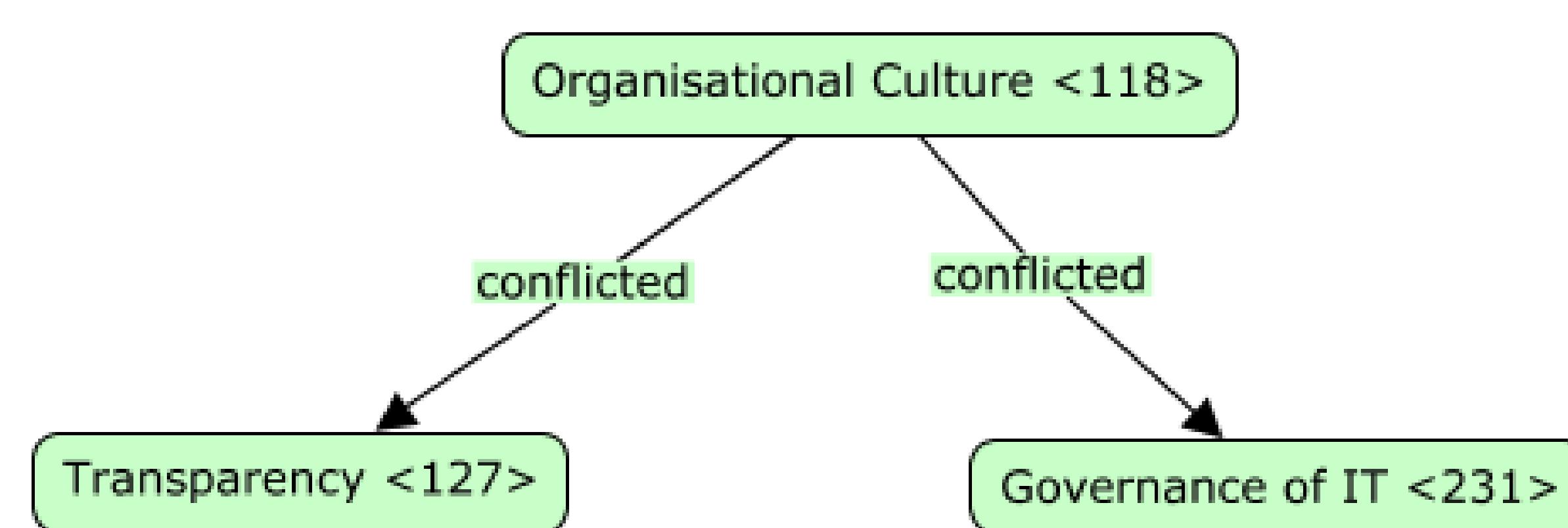
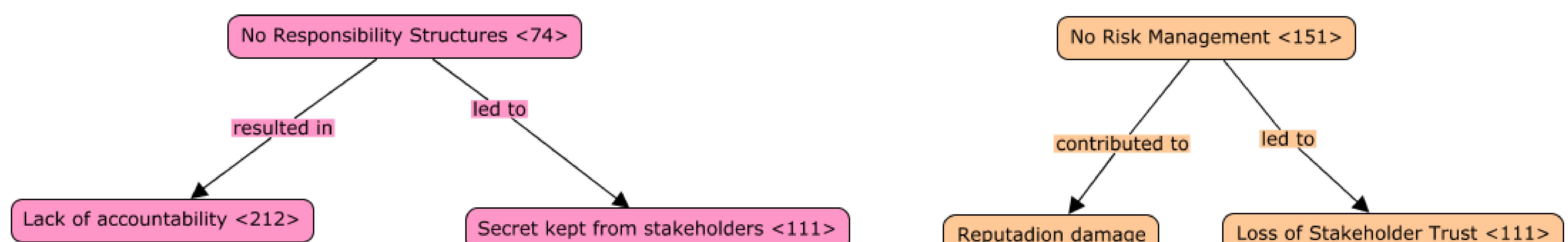
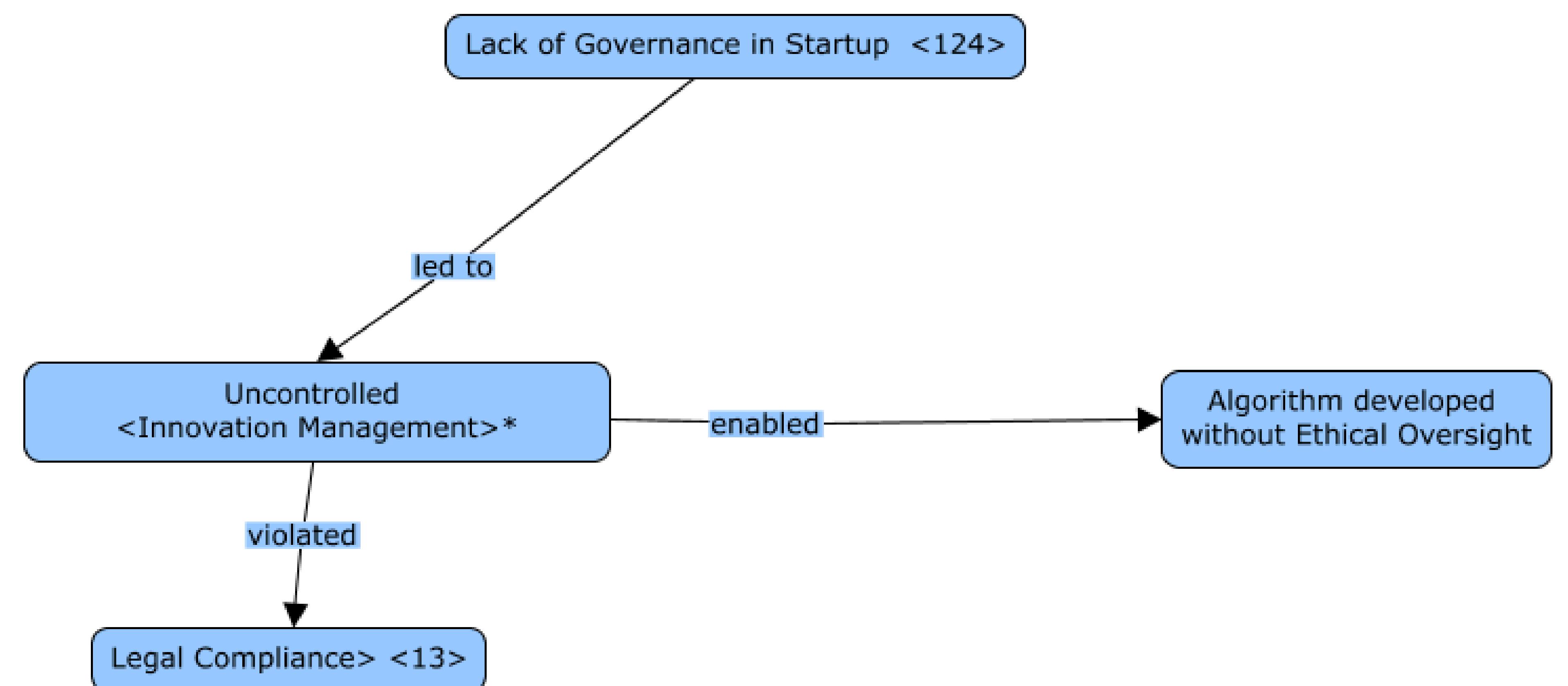


Q2.3 - Concept Map



César Correia - 99191

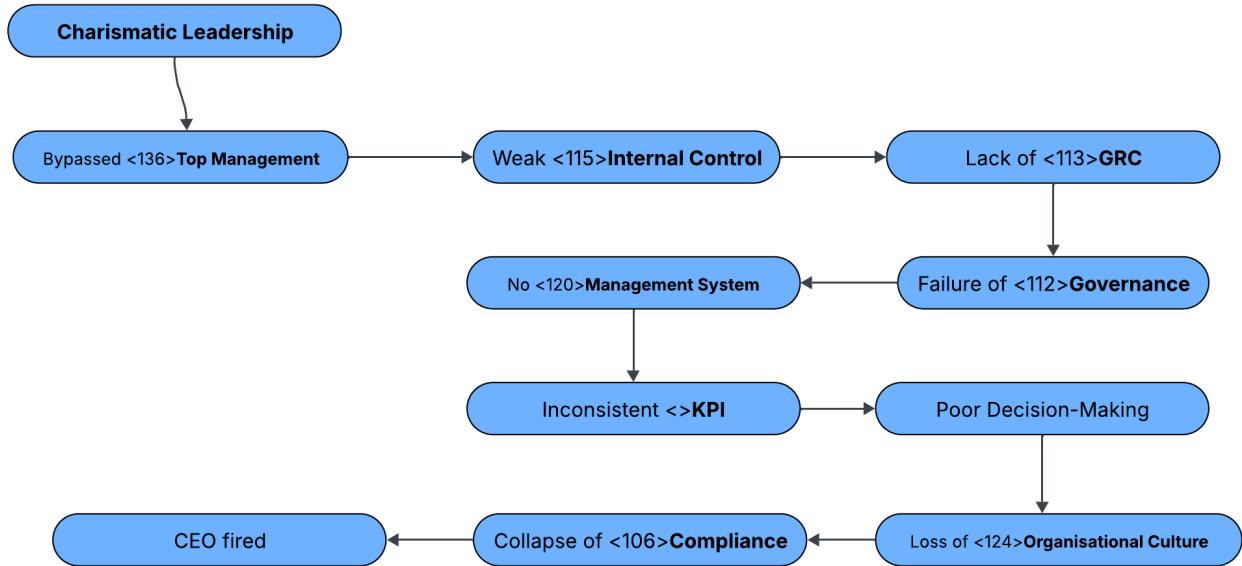
Q1.3



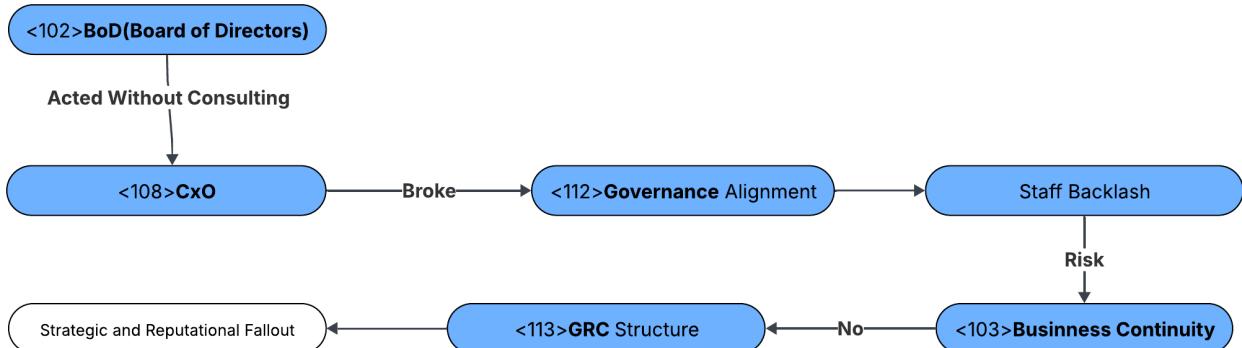
*Innovation Management is the process of guiding and controlling how new ideas are developed and turned into useful products, services, or systems. It includes planning, testing, and making sure innovation fits with the organisation's goals, values, and rules.

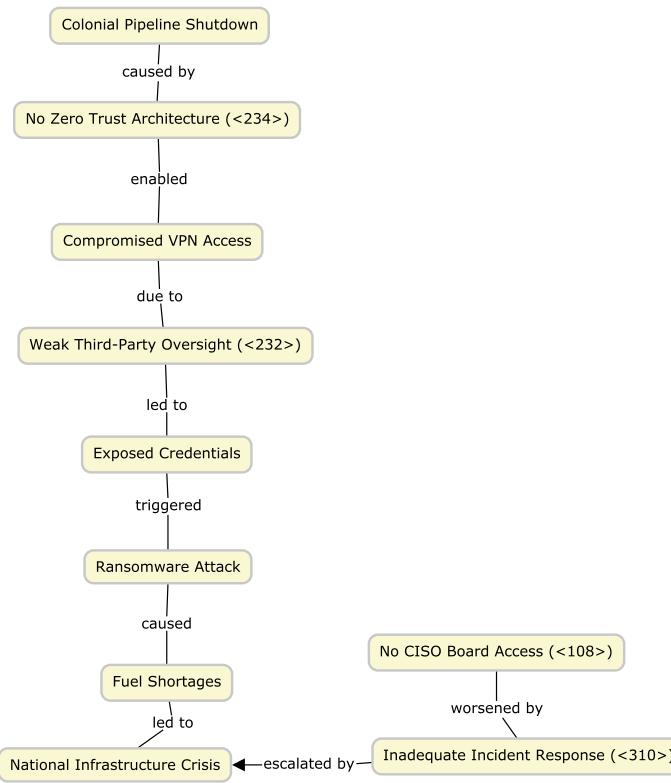
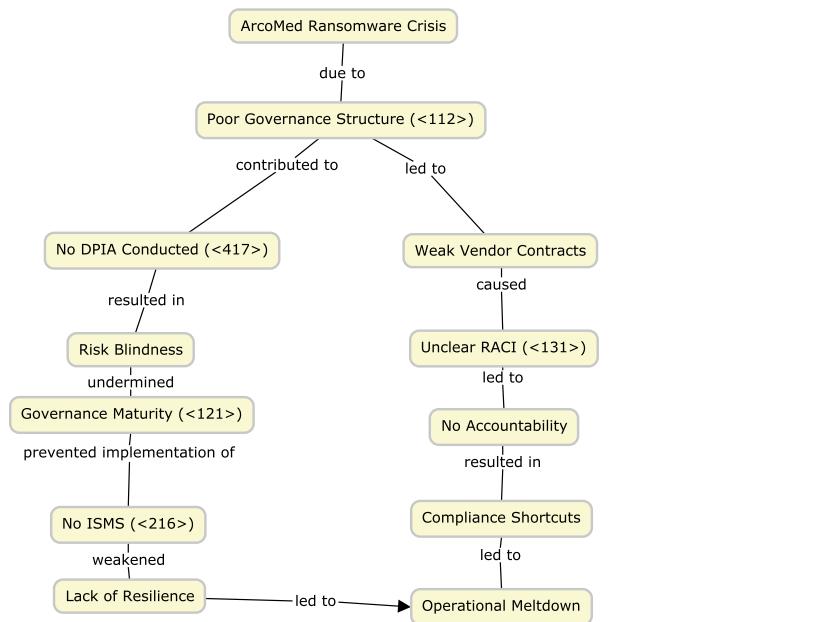
Q1.3 - Concept Map - Story: VisioRetail CEO Shuffle

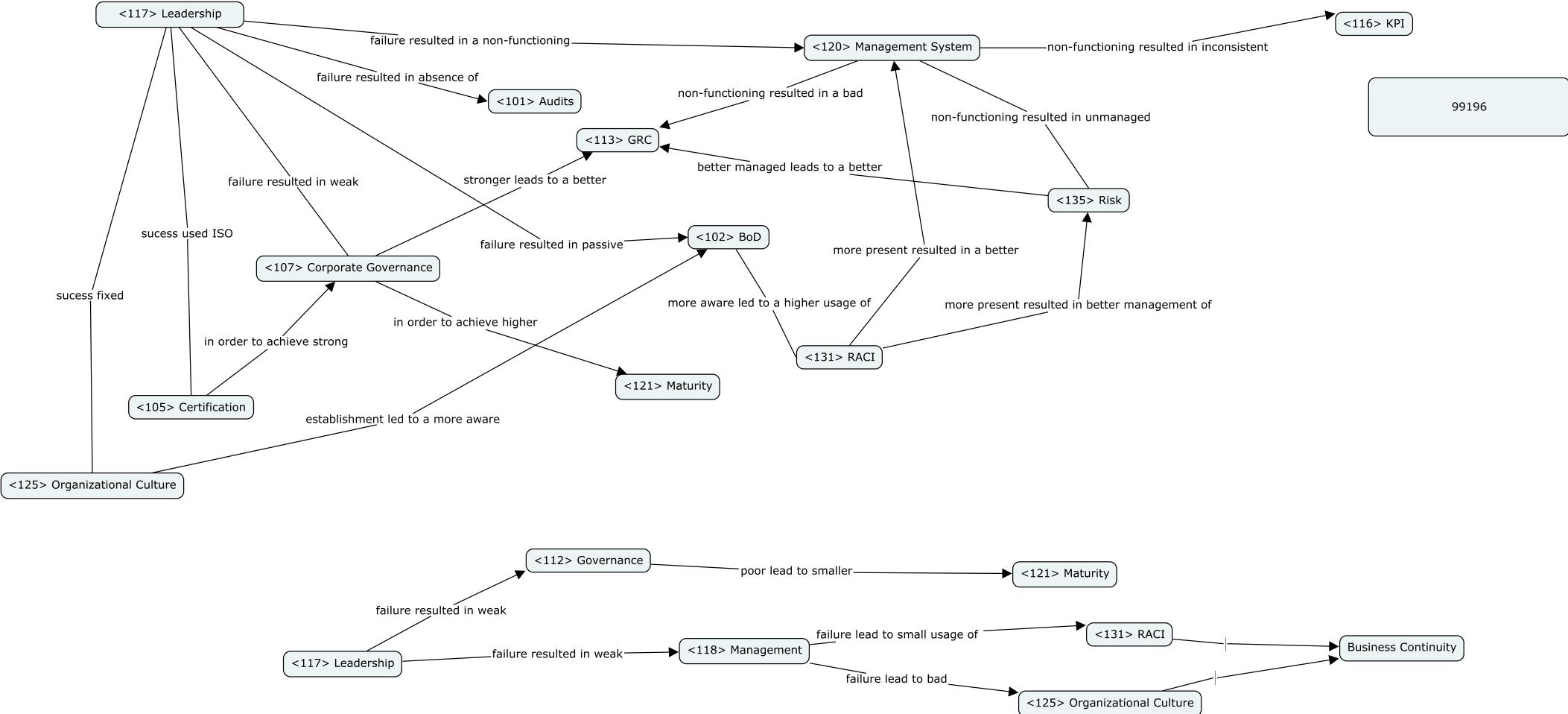
Charismatic Leadership: A leadership style where influence is driven by personal charm, vision, and authority, often leading to informal power structures and weak process-based governance.



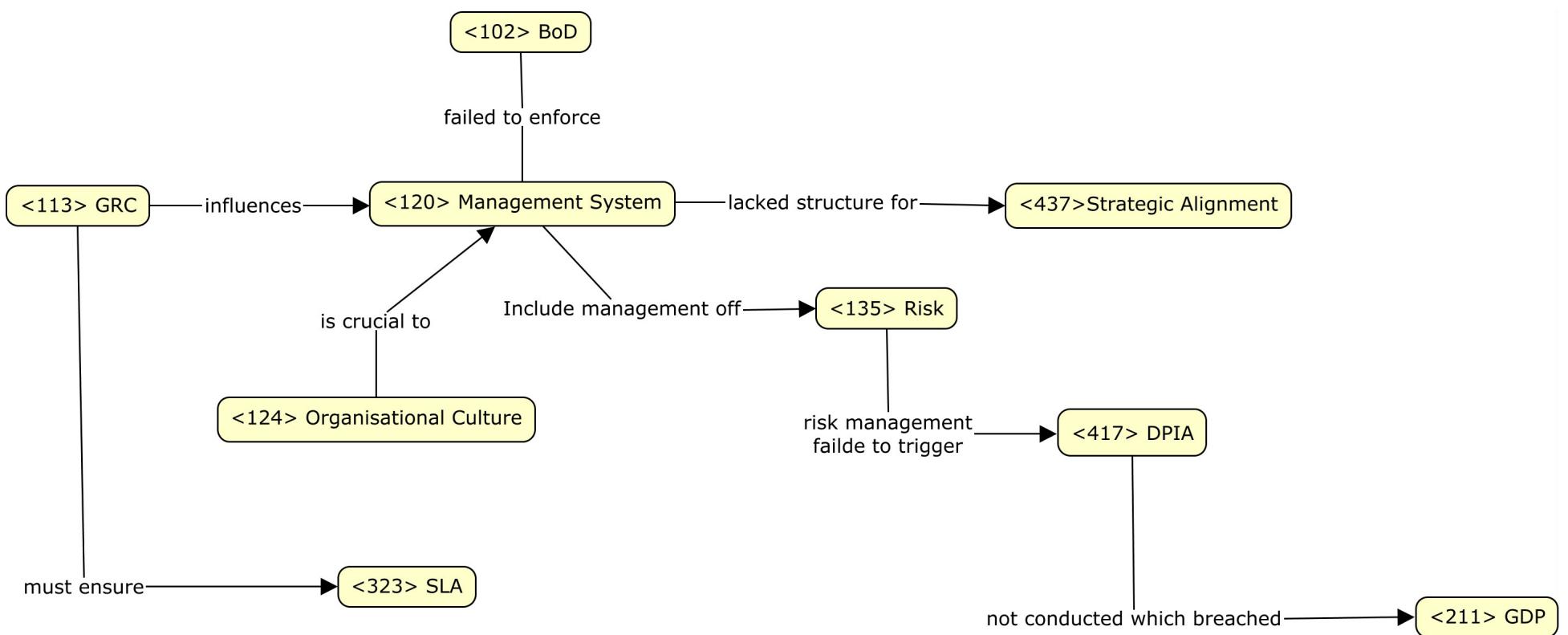
Q2.3 - Concept Map - OpenAI and the Boardroom Shockwave (2023)



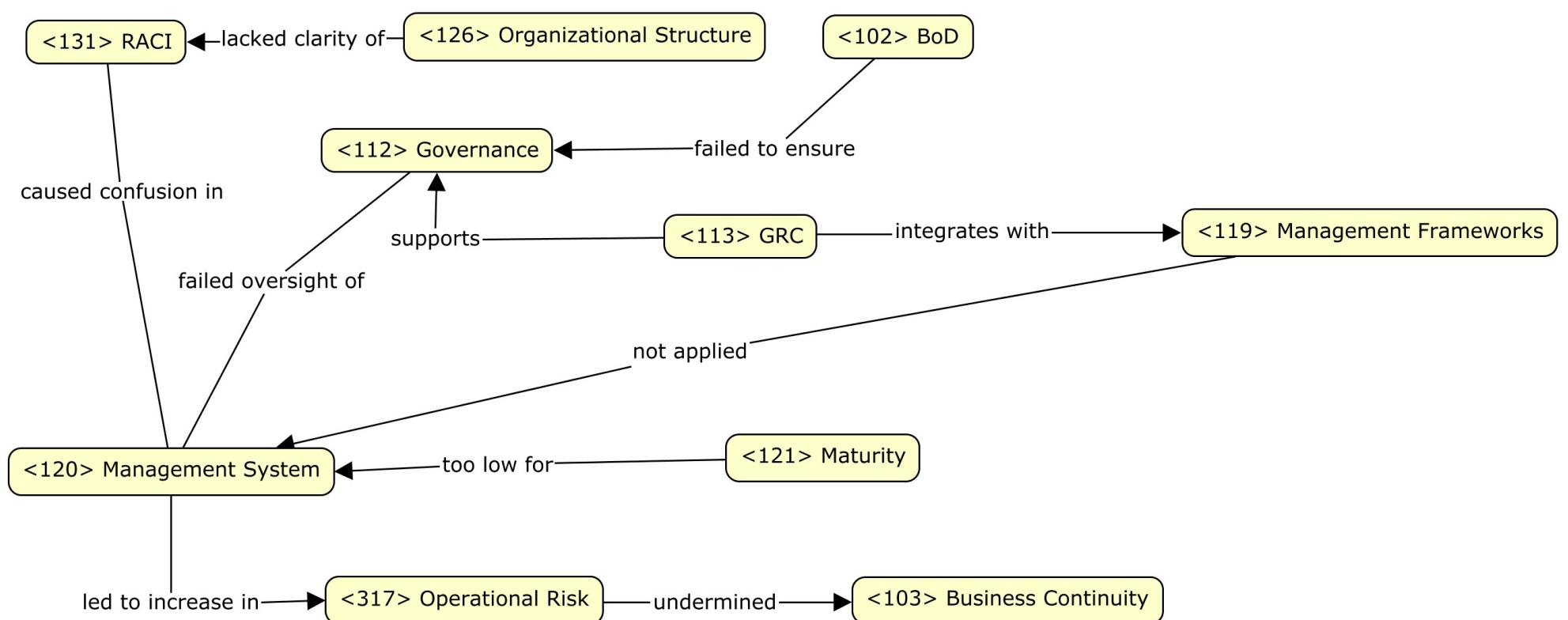




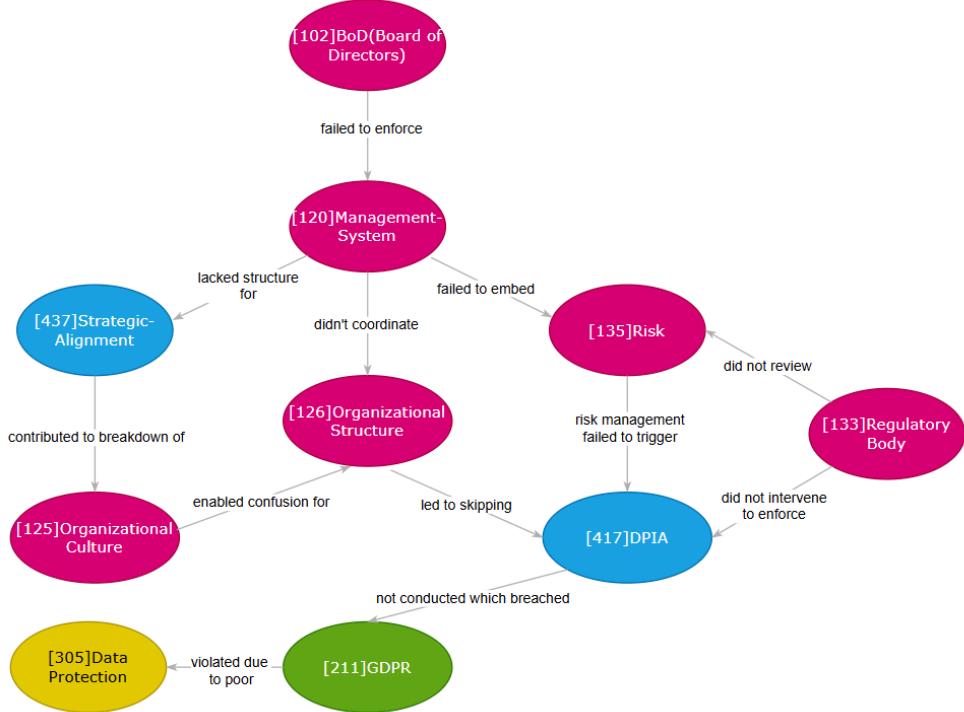
Q1.3



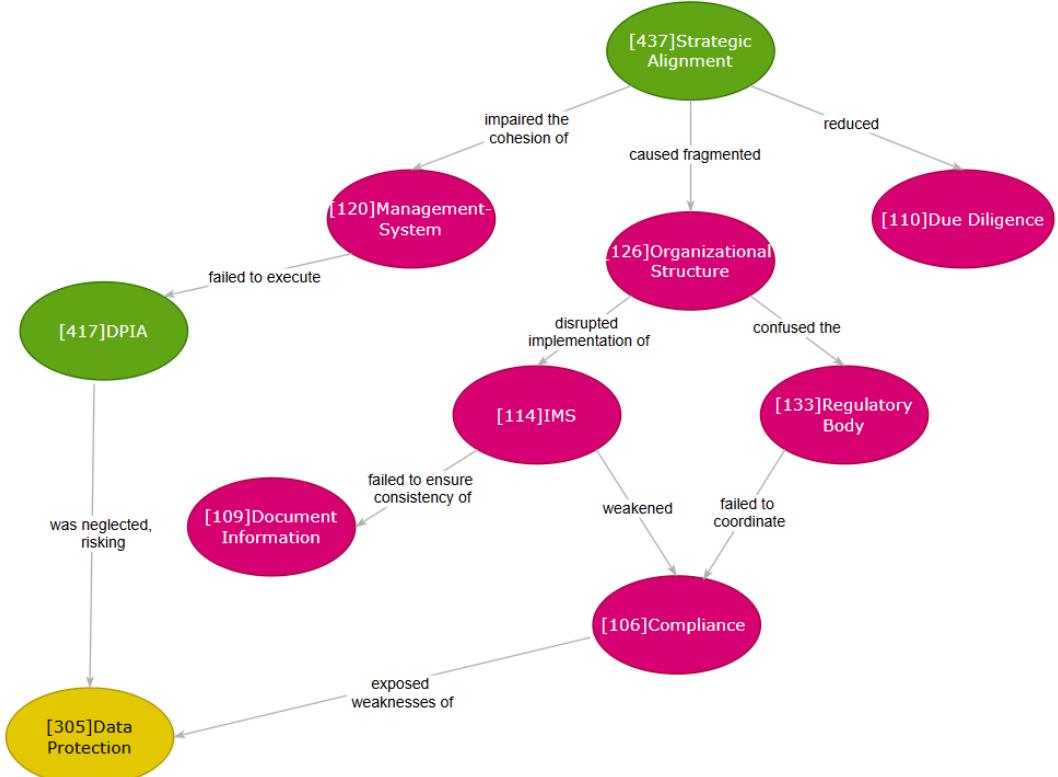
Q2.3



Concept map for Q1.3

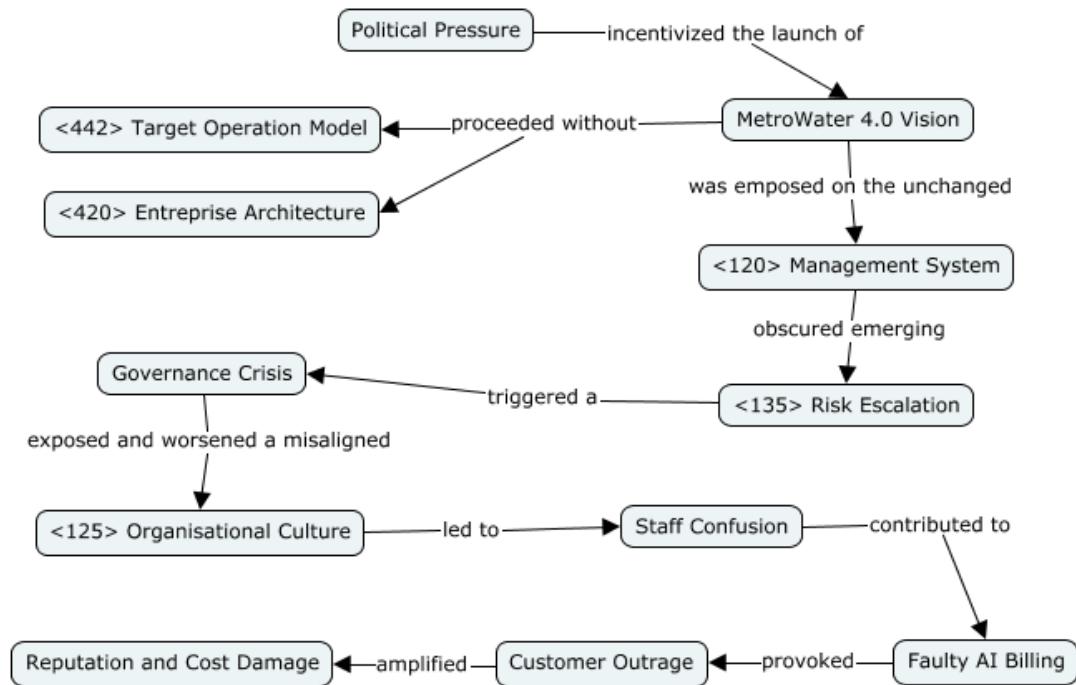


Concept map for Q2.3

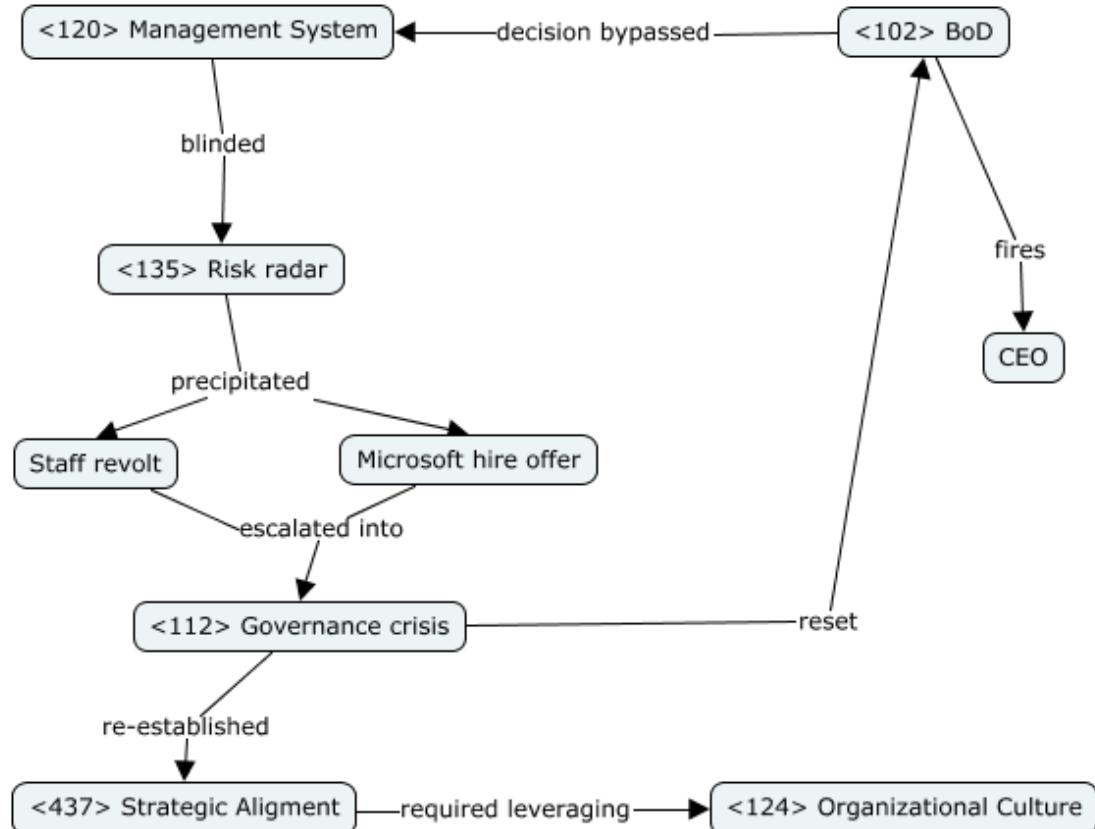


99213 Eduardo Lobo

Concept map for question 2:

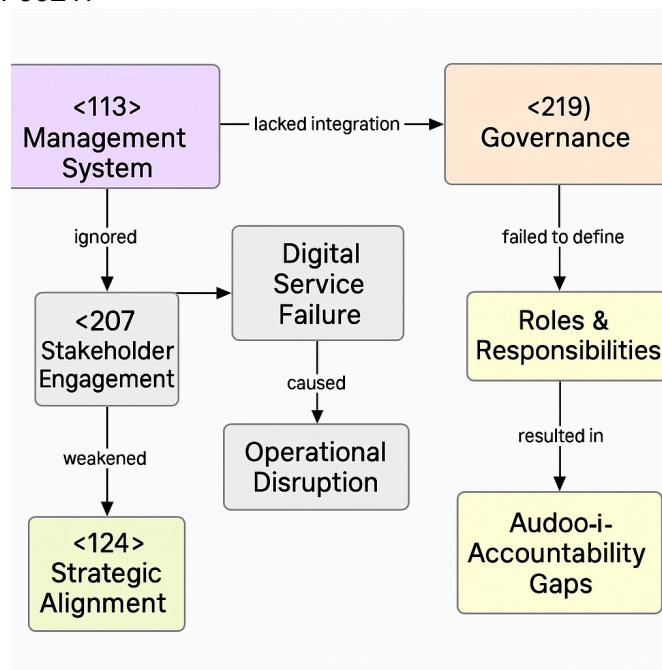


Concept map for question 3:

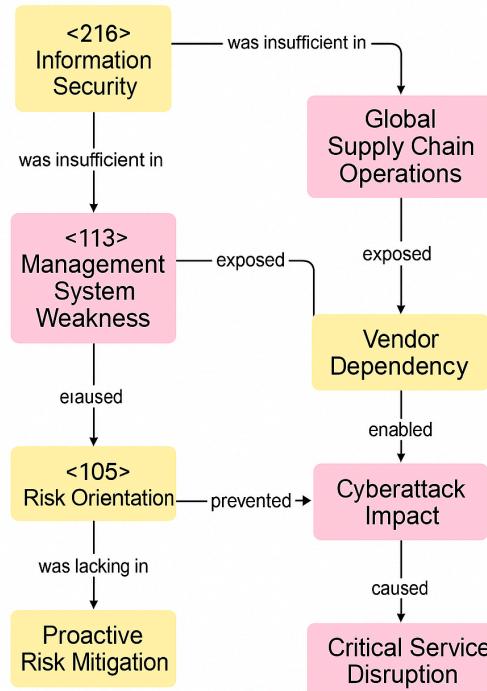


Francesco Pelizzari, n°99217

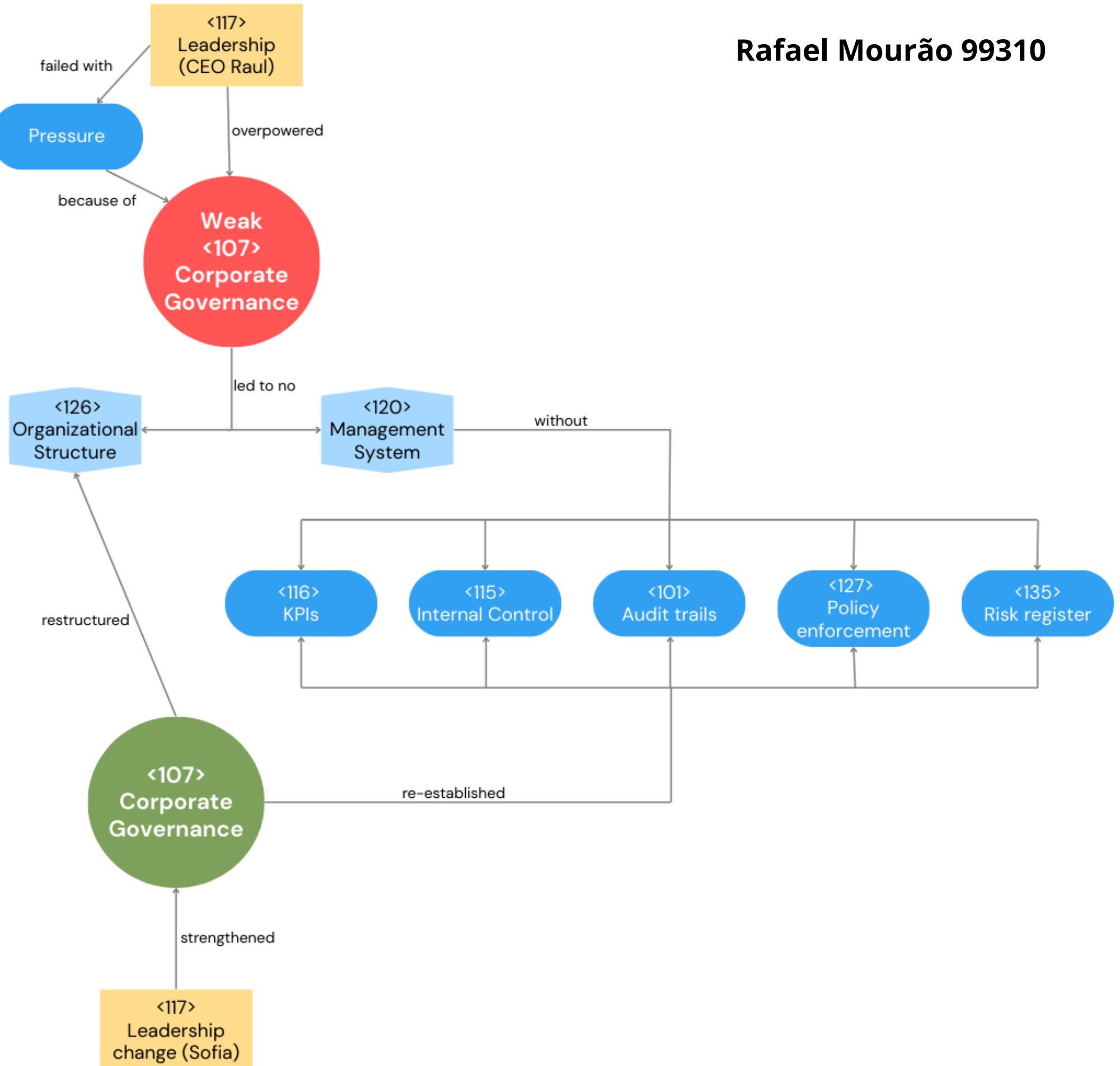
Cmap Q.1.3 :



Cmap Q.2.3 :

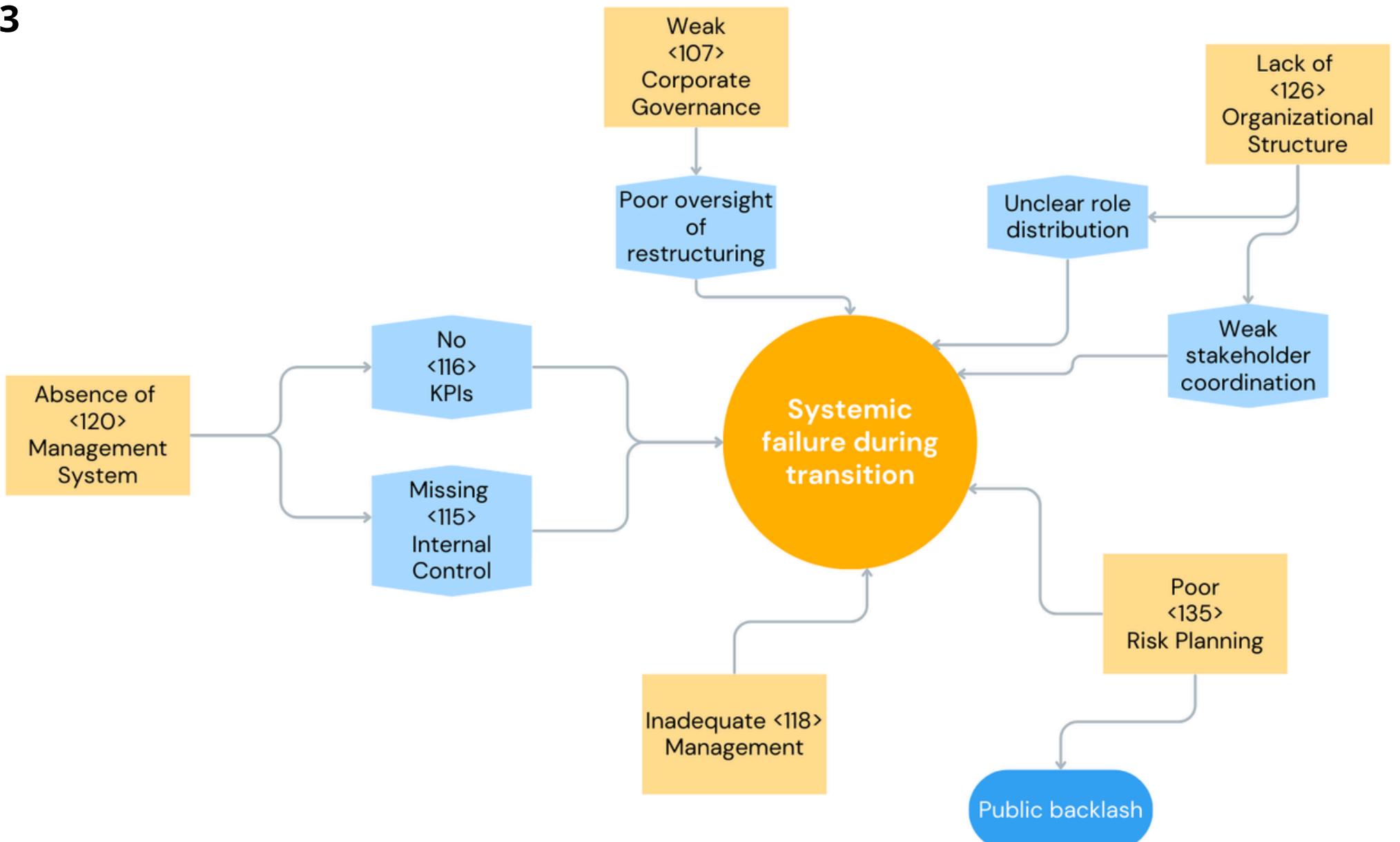


Q1.3

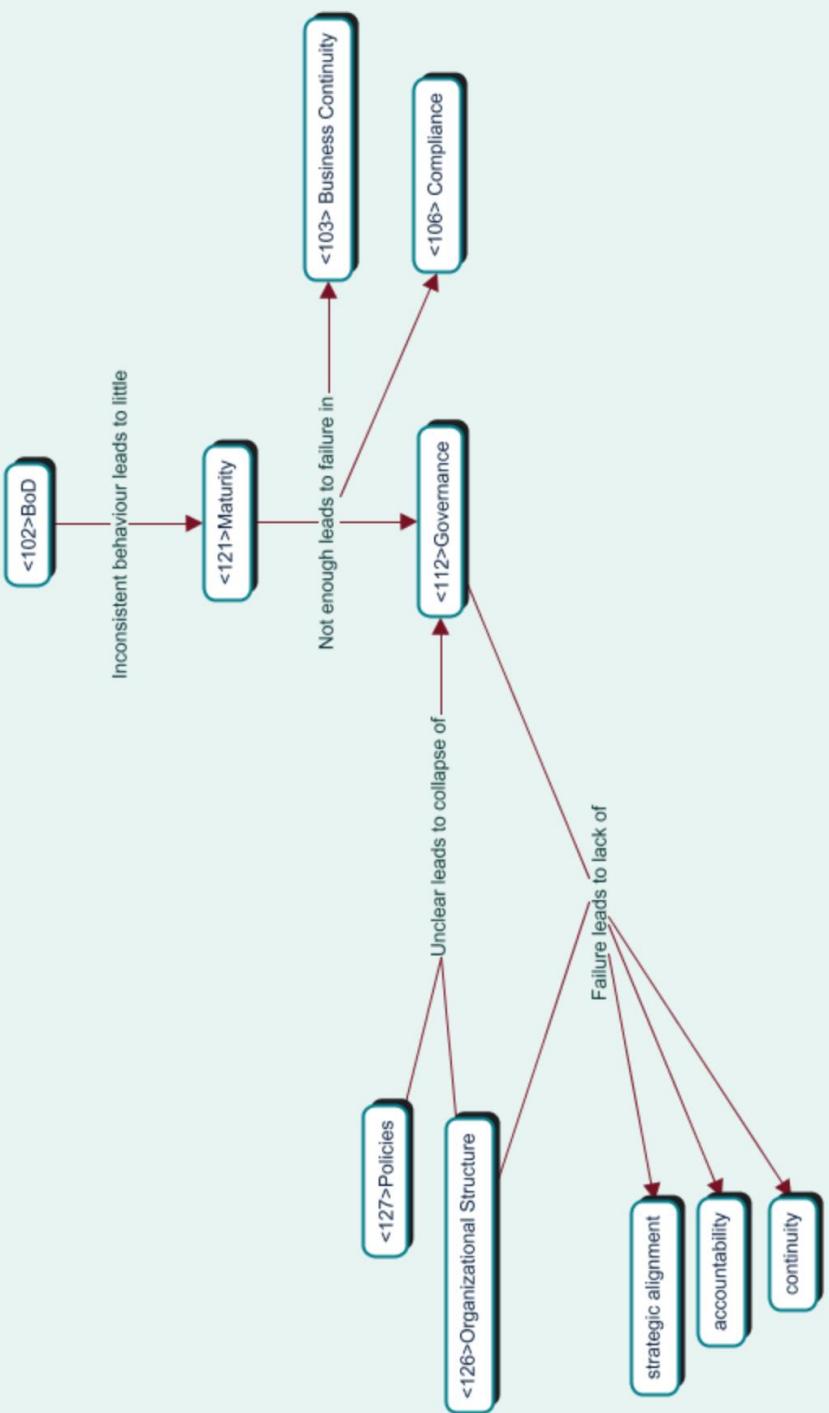


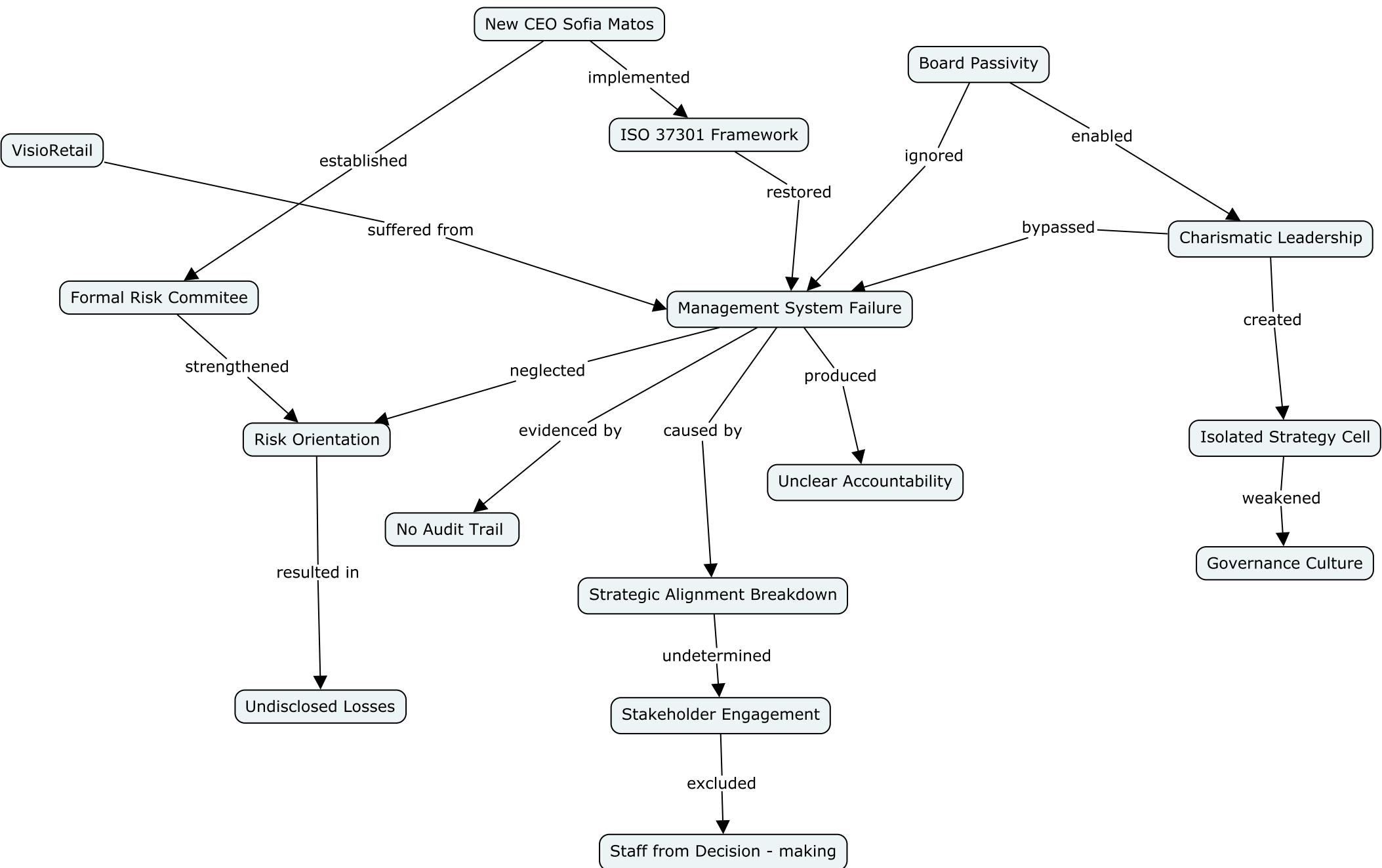
Rafael Mourão 99310

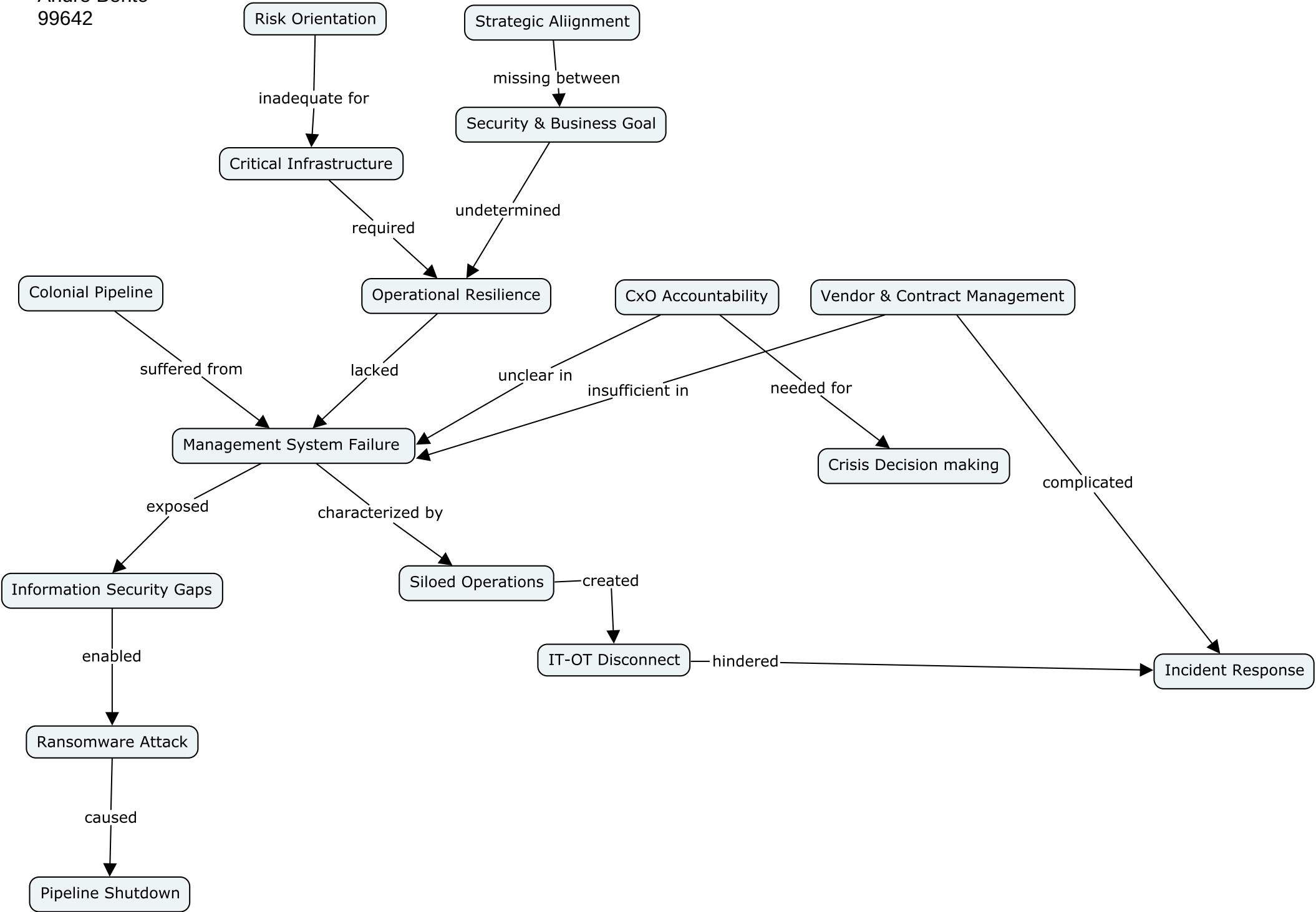
Q2.3

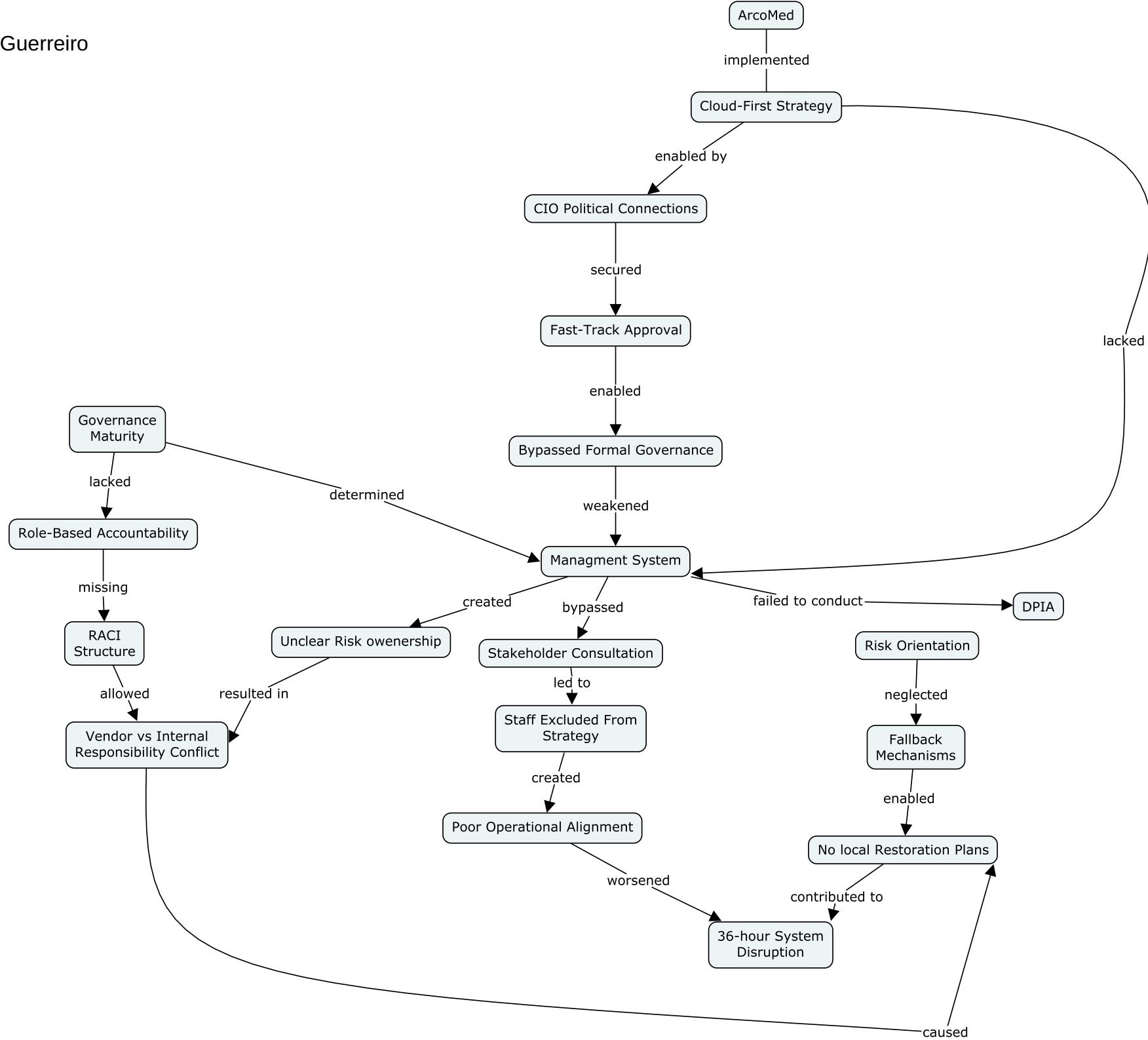


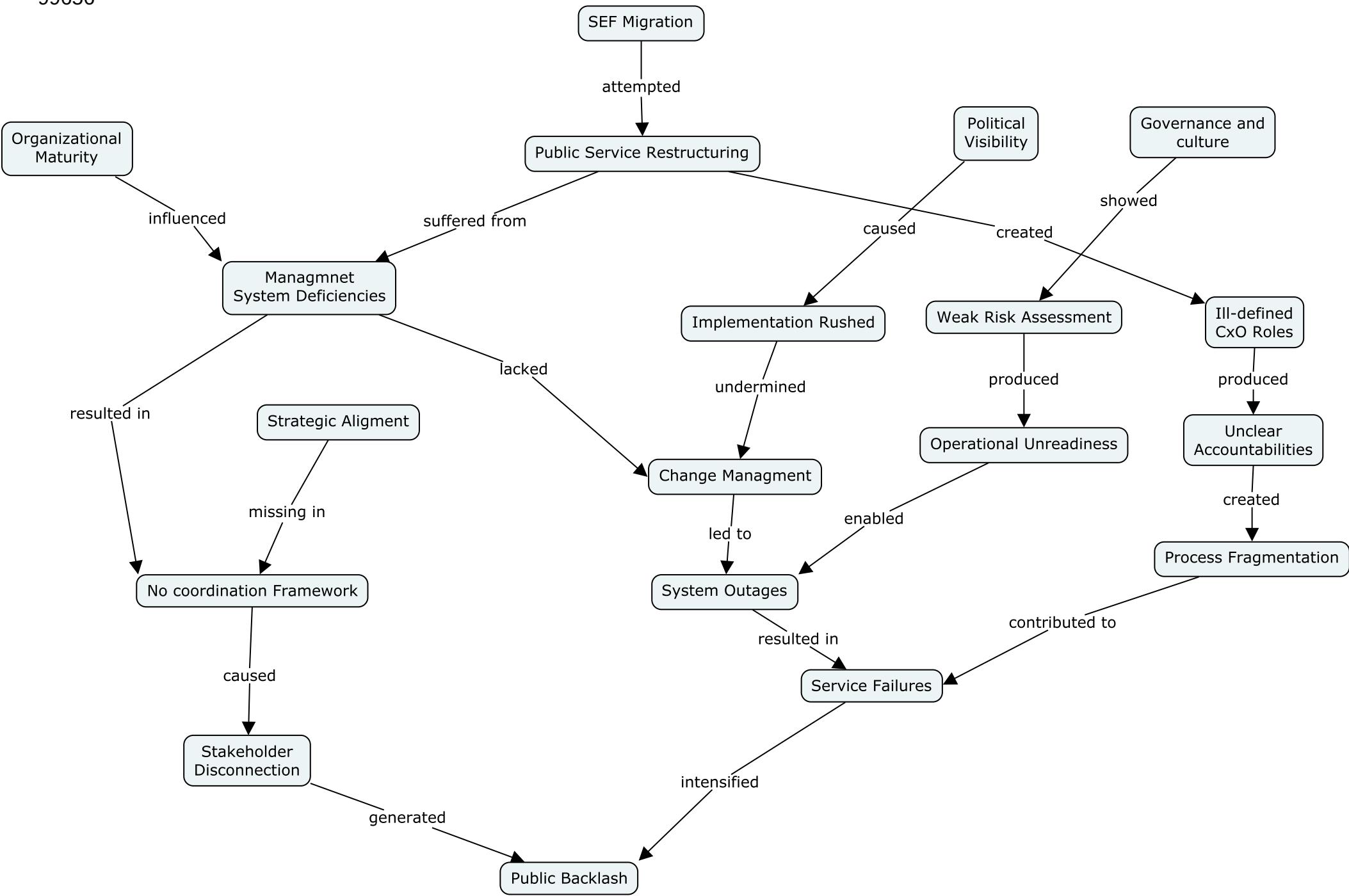
Q1.3 (15%) Create a concept map illustrating the story analysis, supporting your answers above:



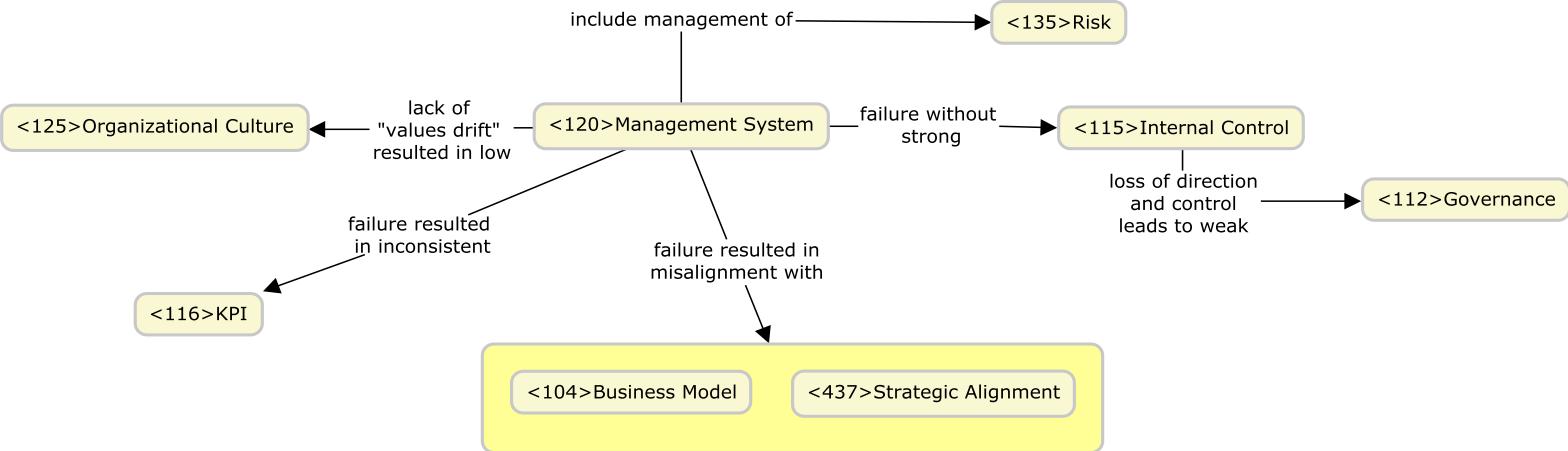




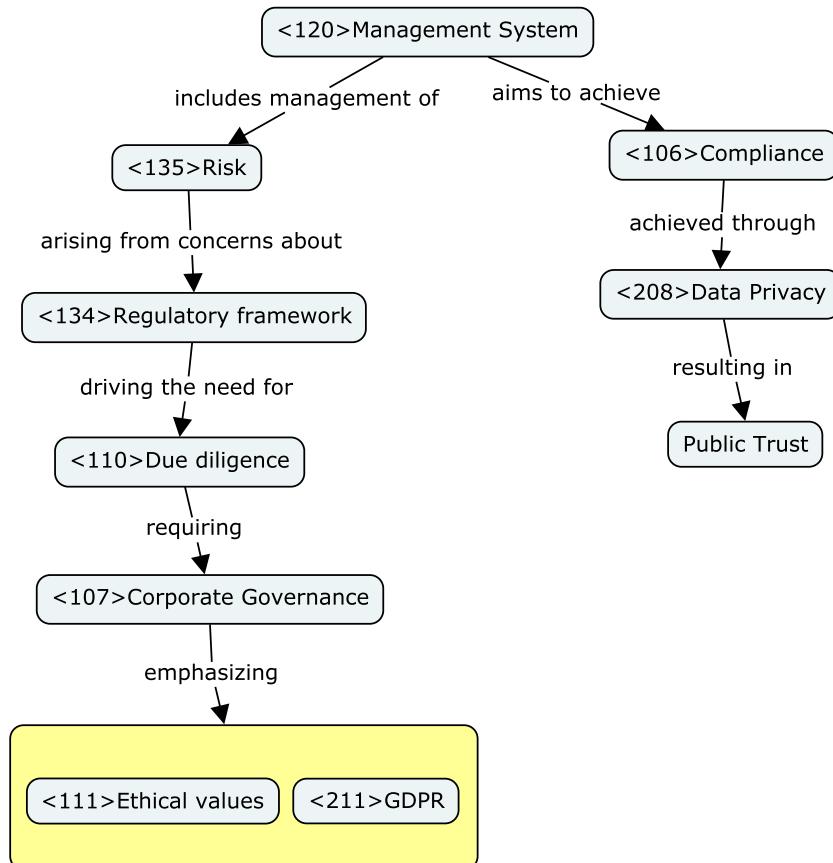




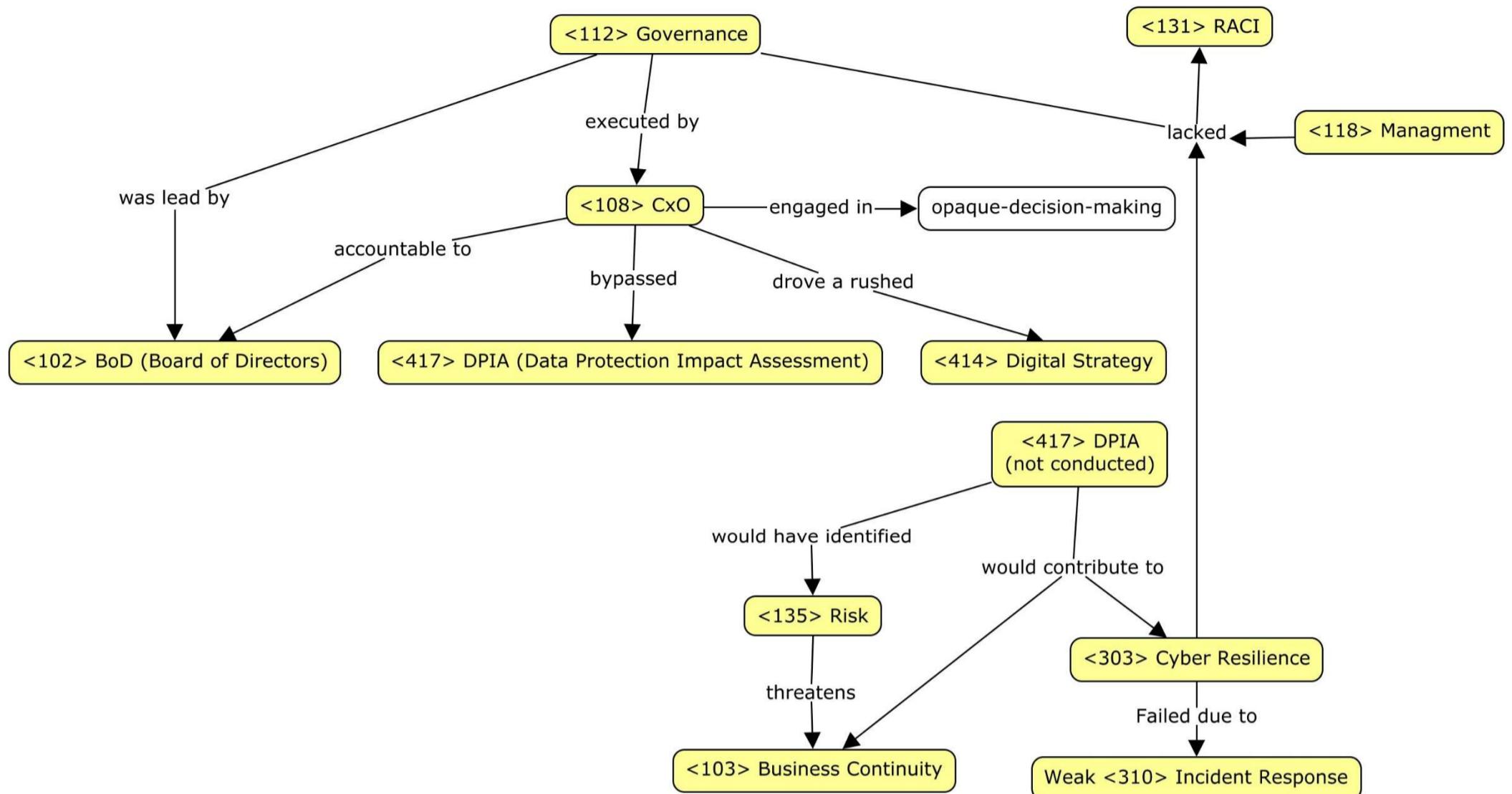
Q1.3



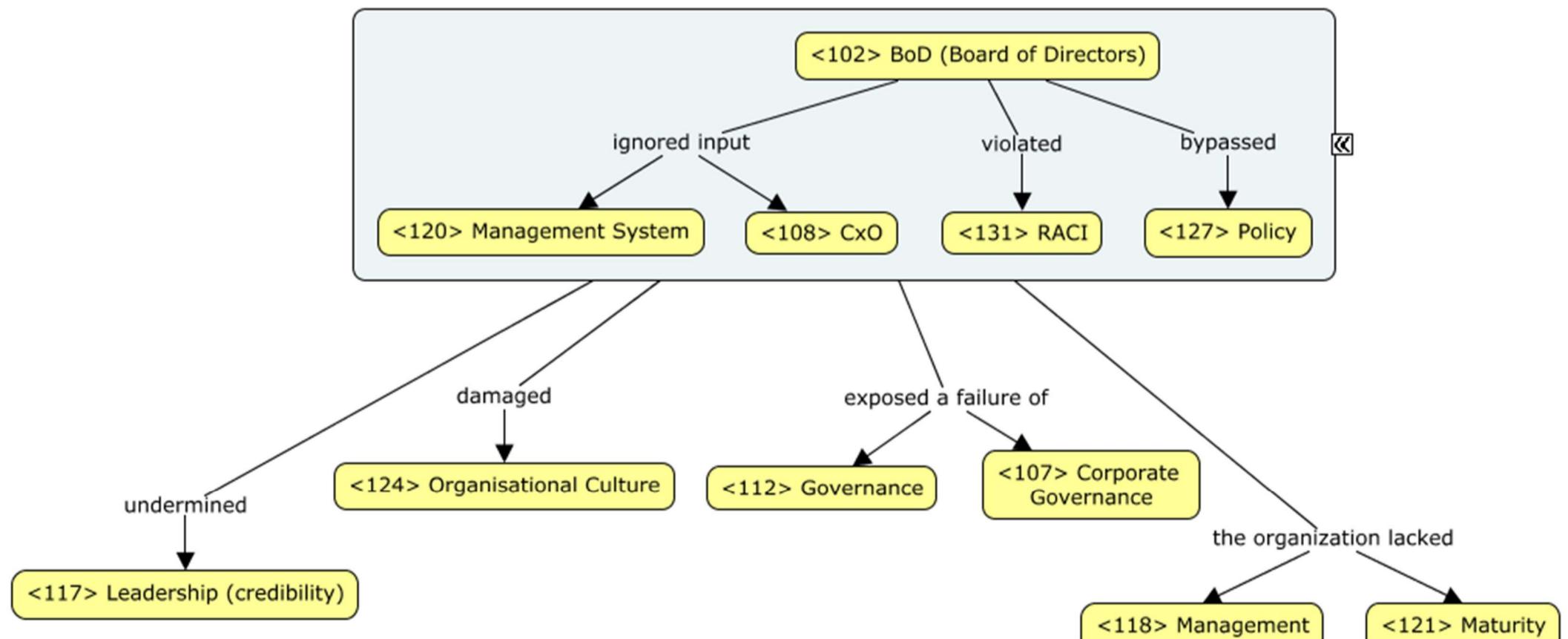
Q2.3



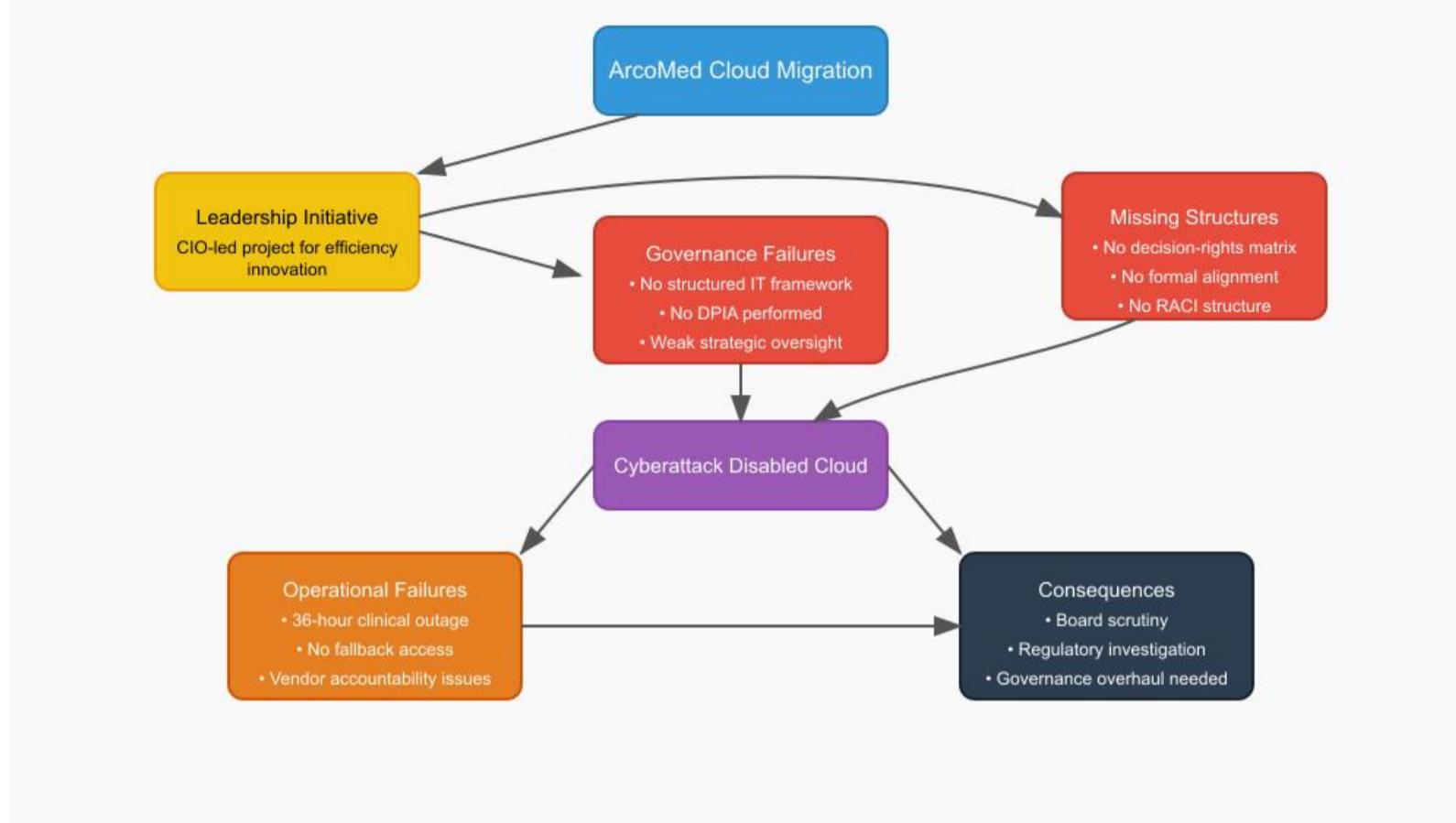
Q1.3



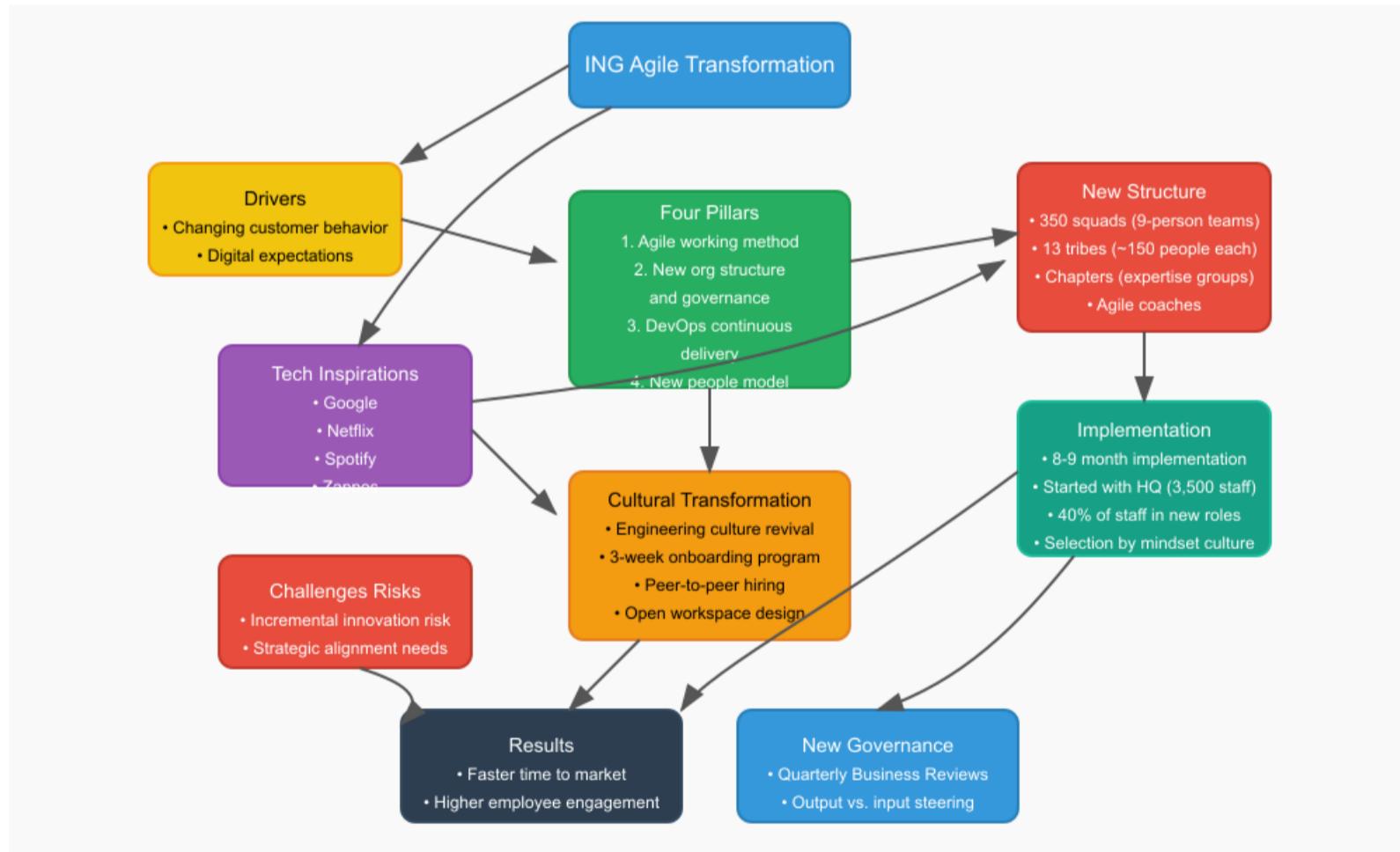
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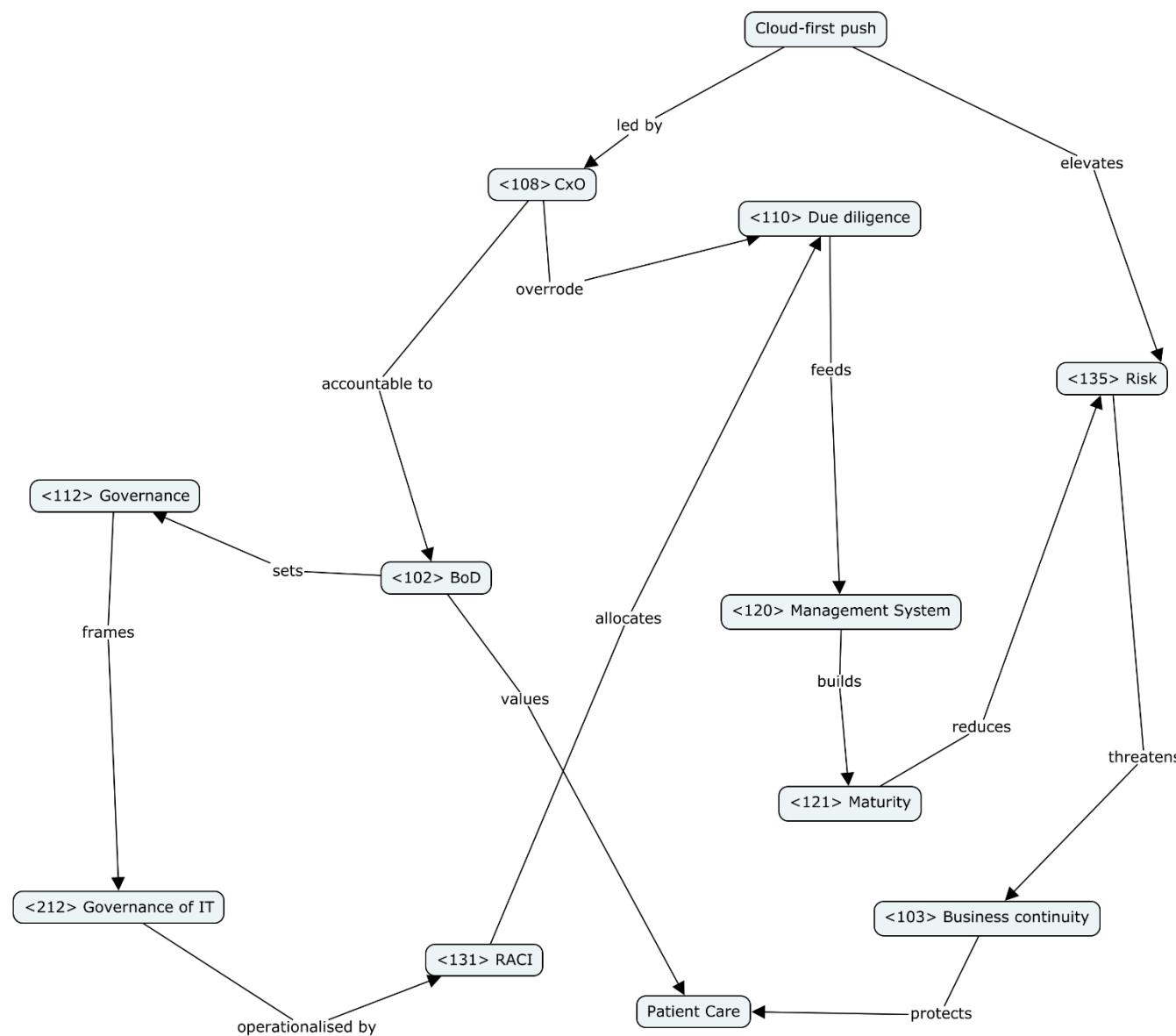
Q1



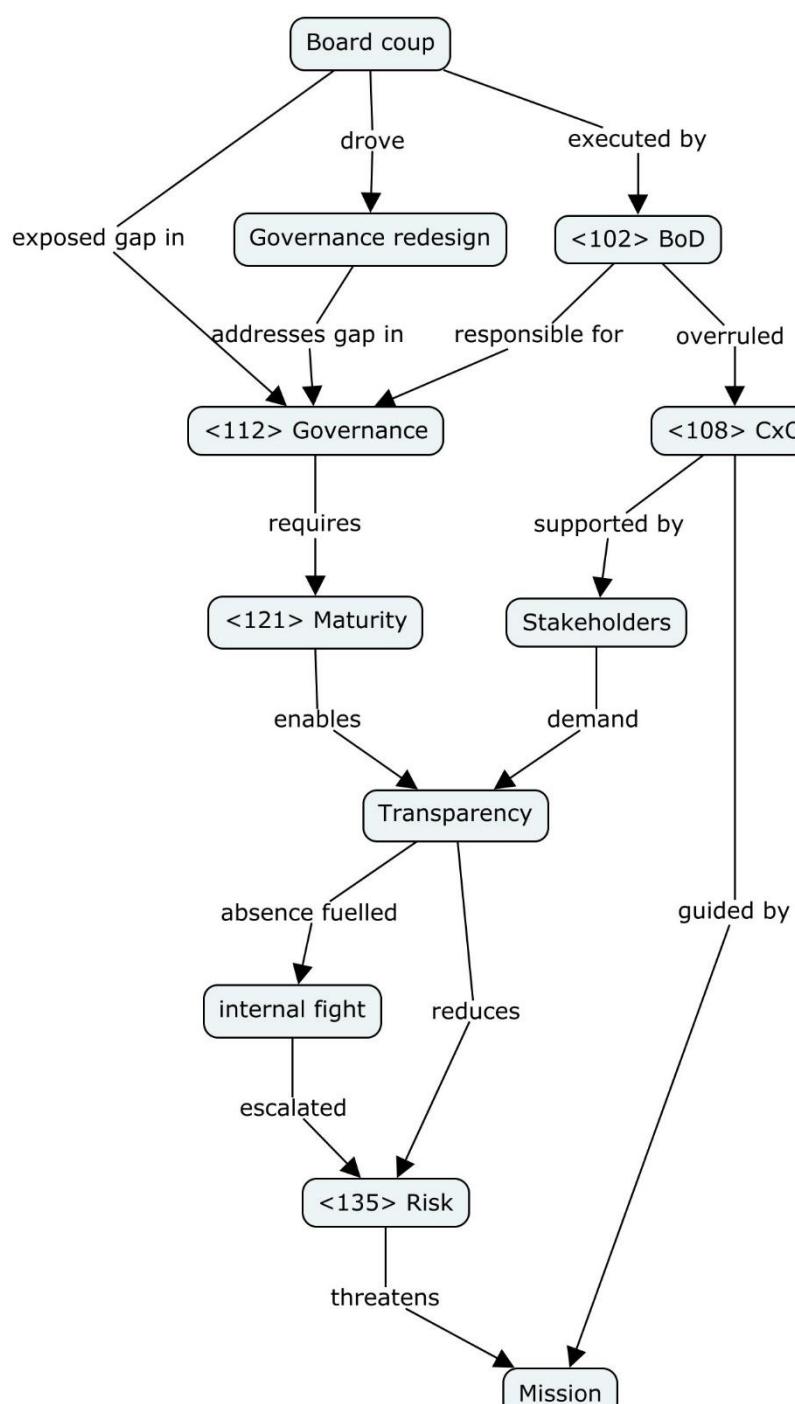
Q2



Q1.3

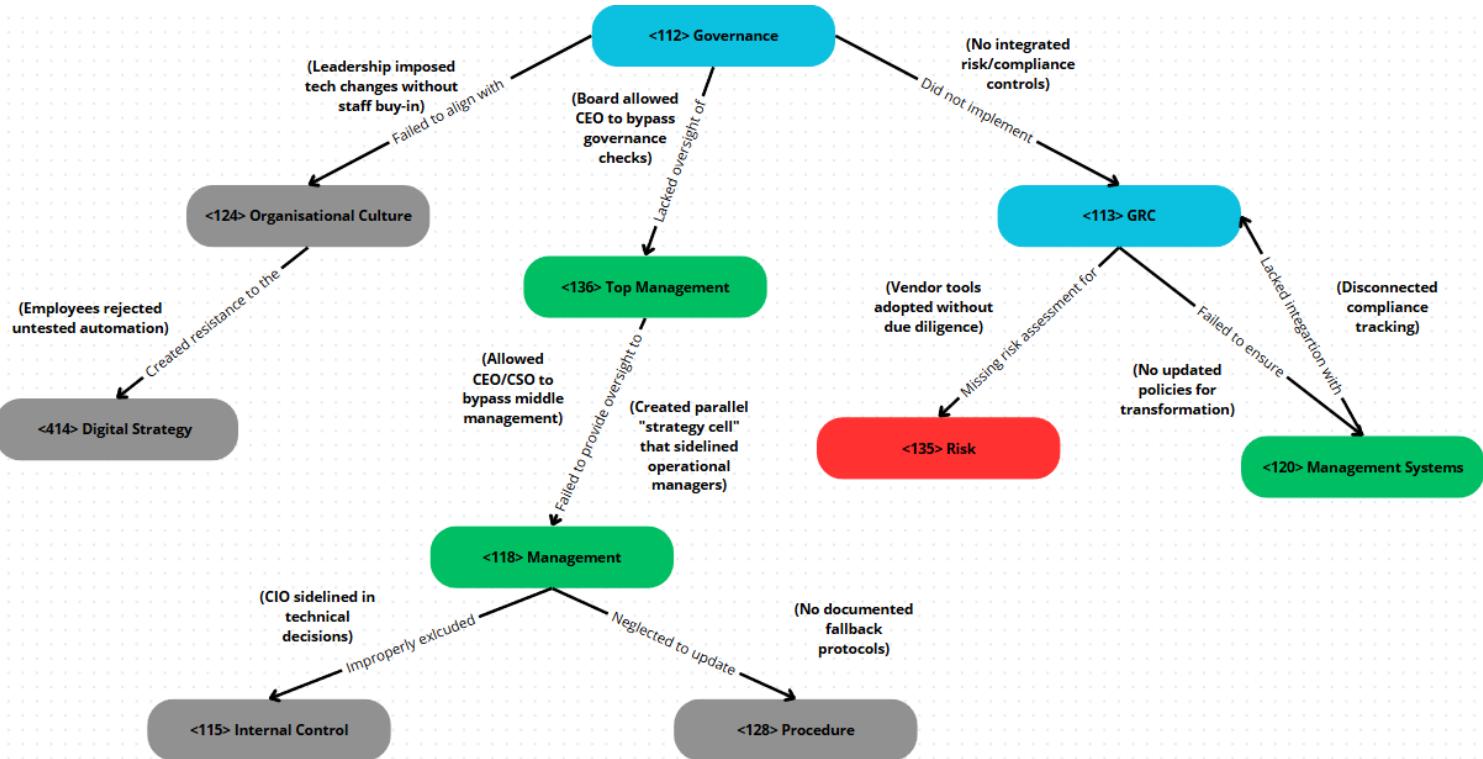


Q2.3

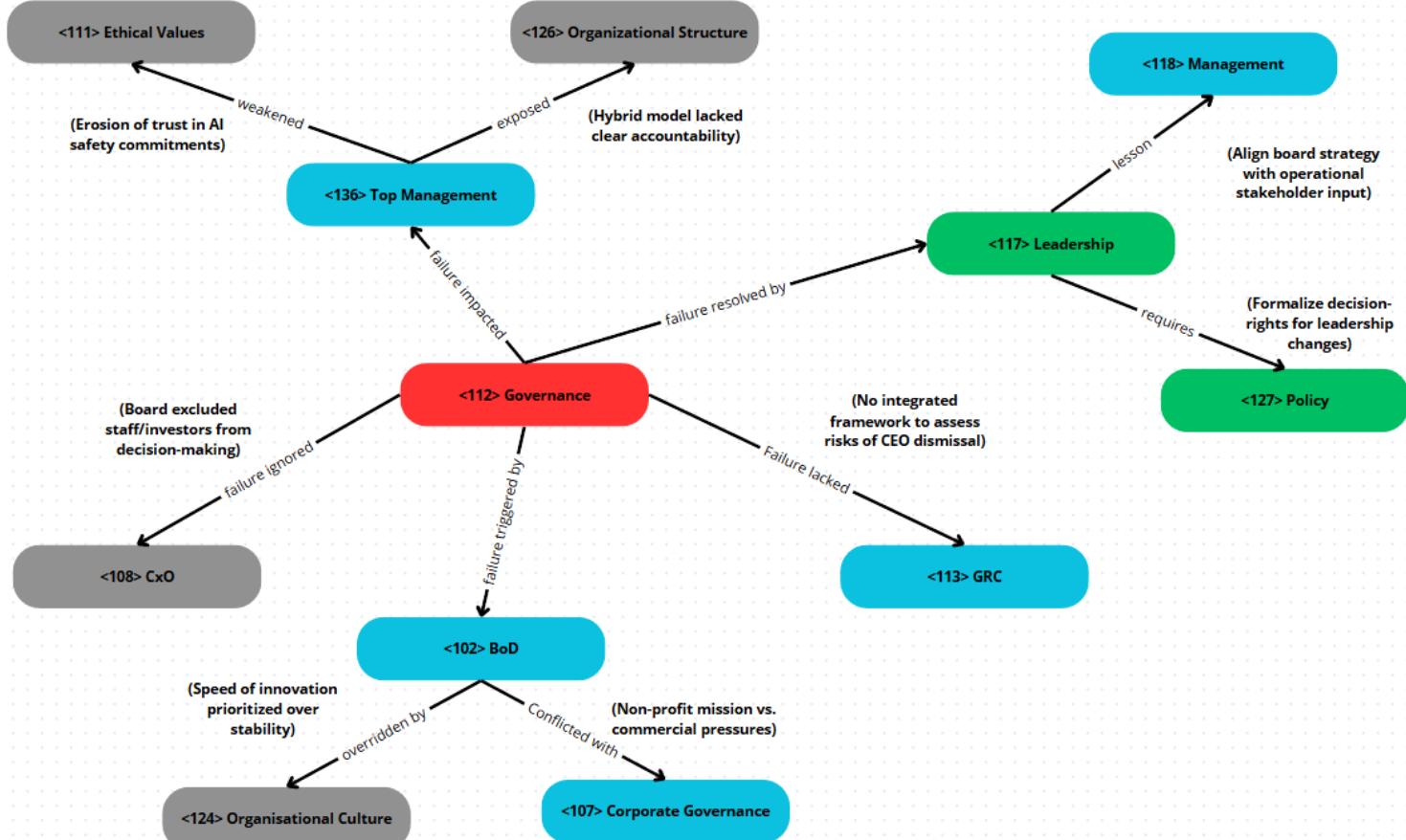


100264 Santiago Pinto

Q1.3

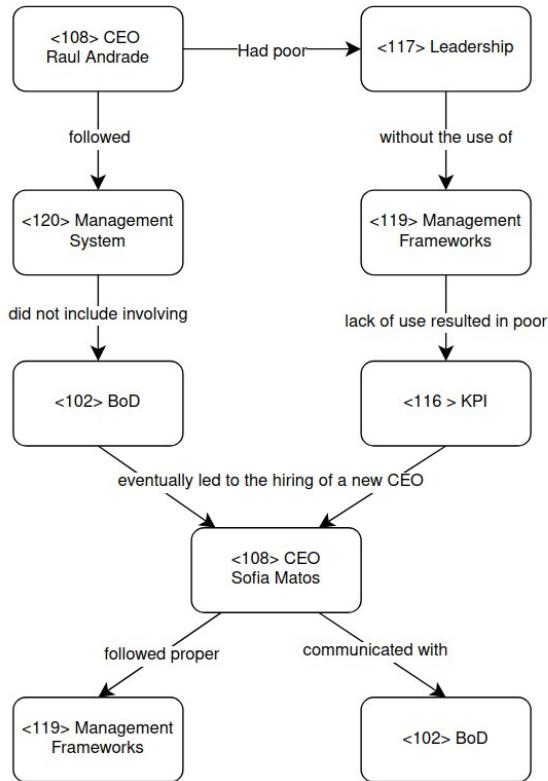


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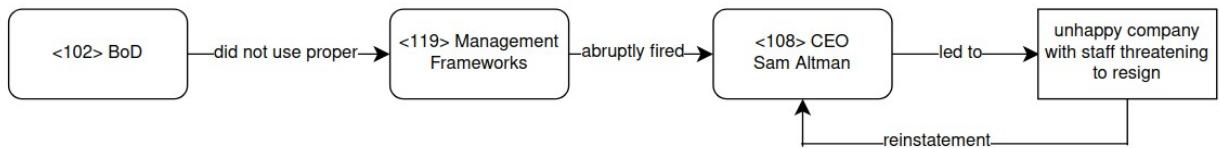


100296 – Catarina Lemos

Q1.3

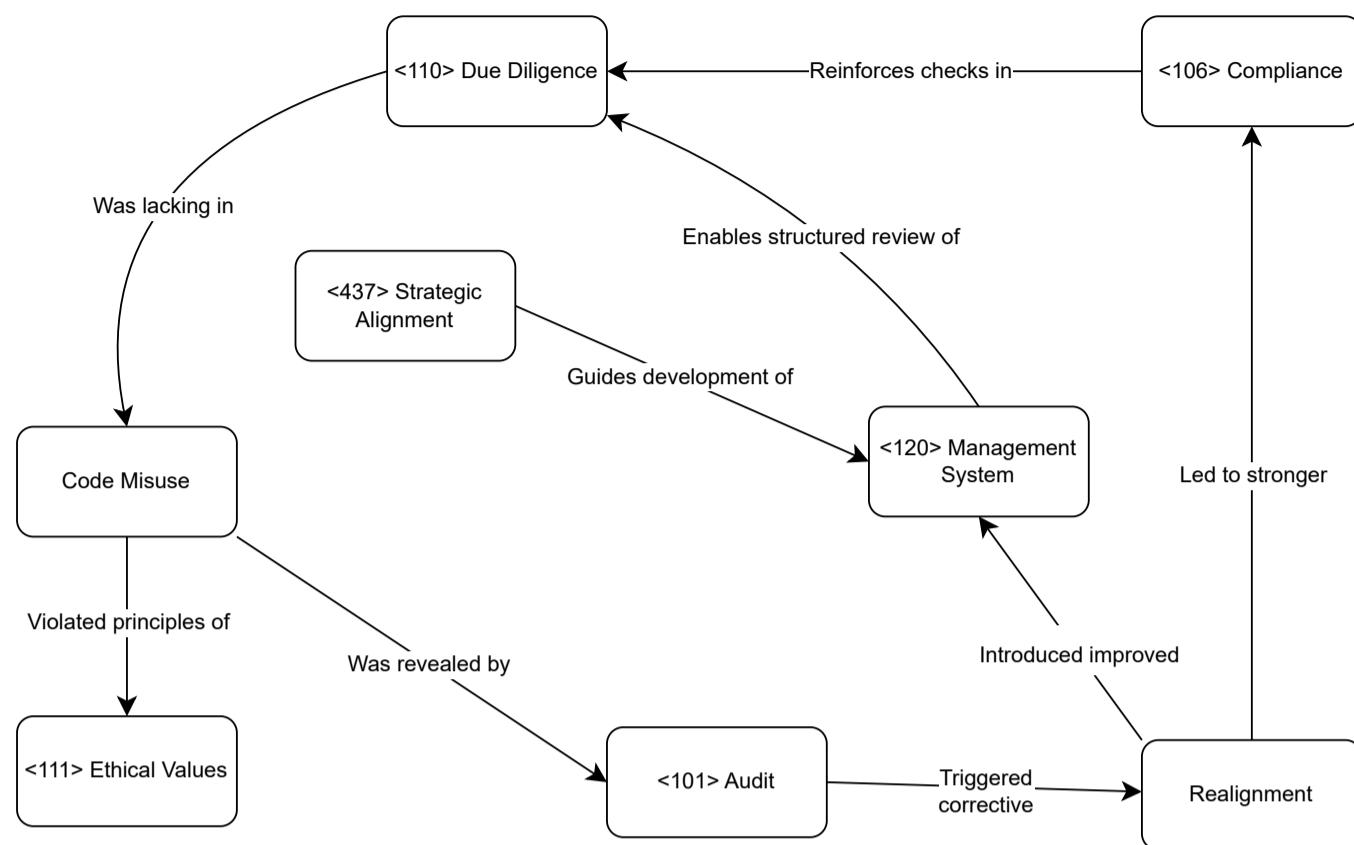


Q2.3



Q1.3

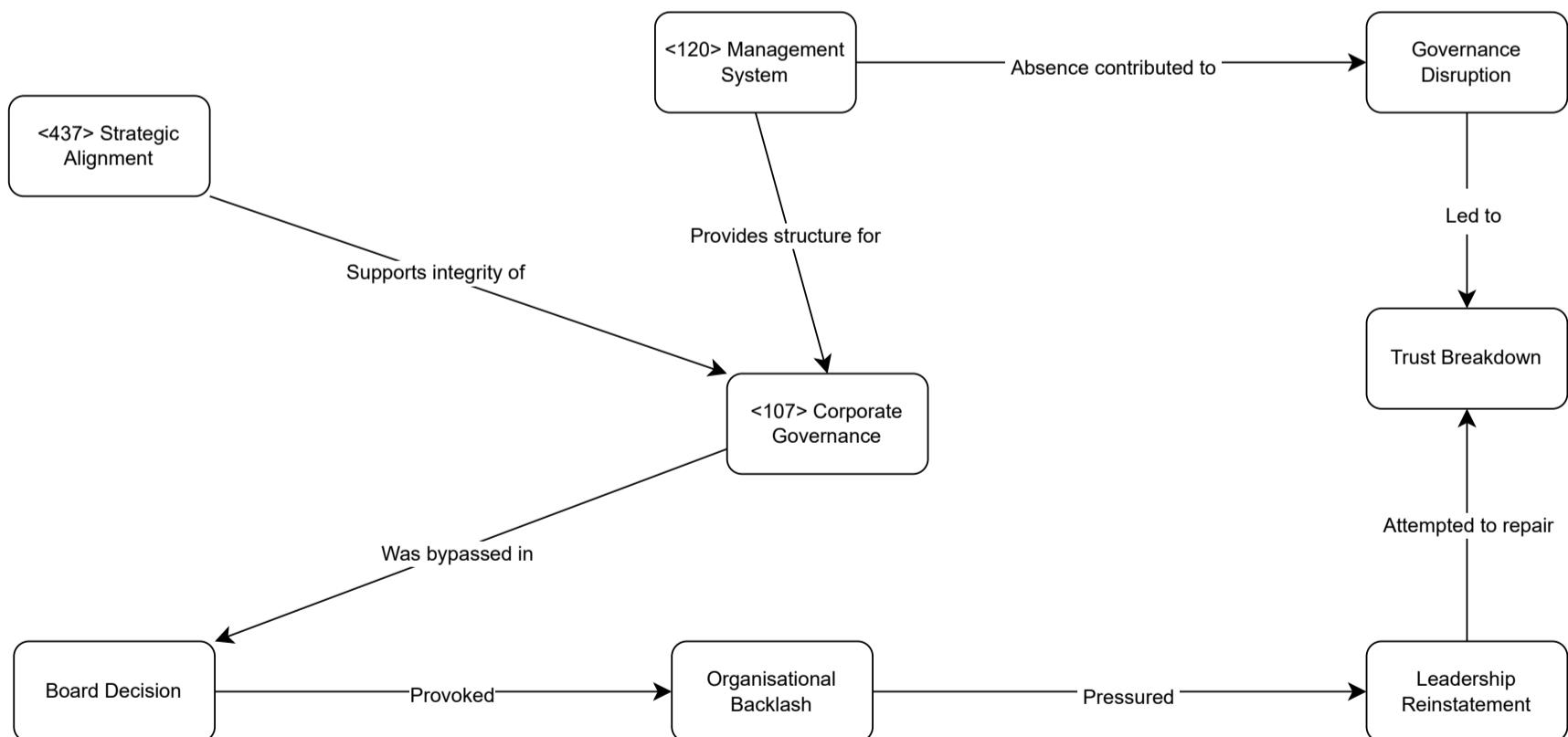
Name: Henrique Carrão
Id: 100313



Code Misuse - reuse of third-party code in violation of license terms

Realignment - post-incident shift to formal governance practices

Q2.3



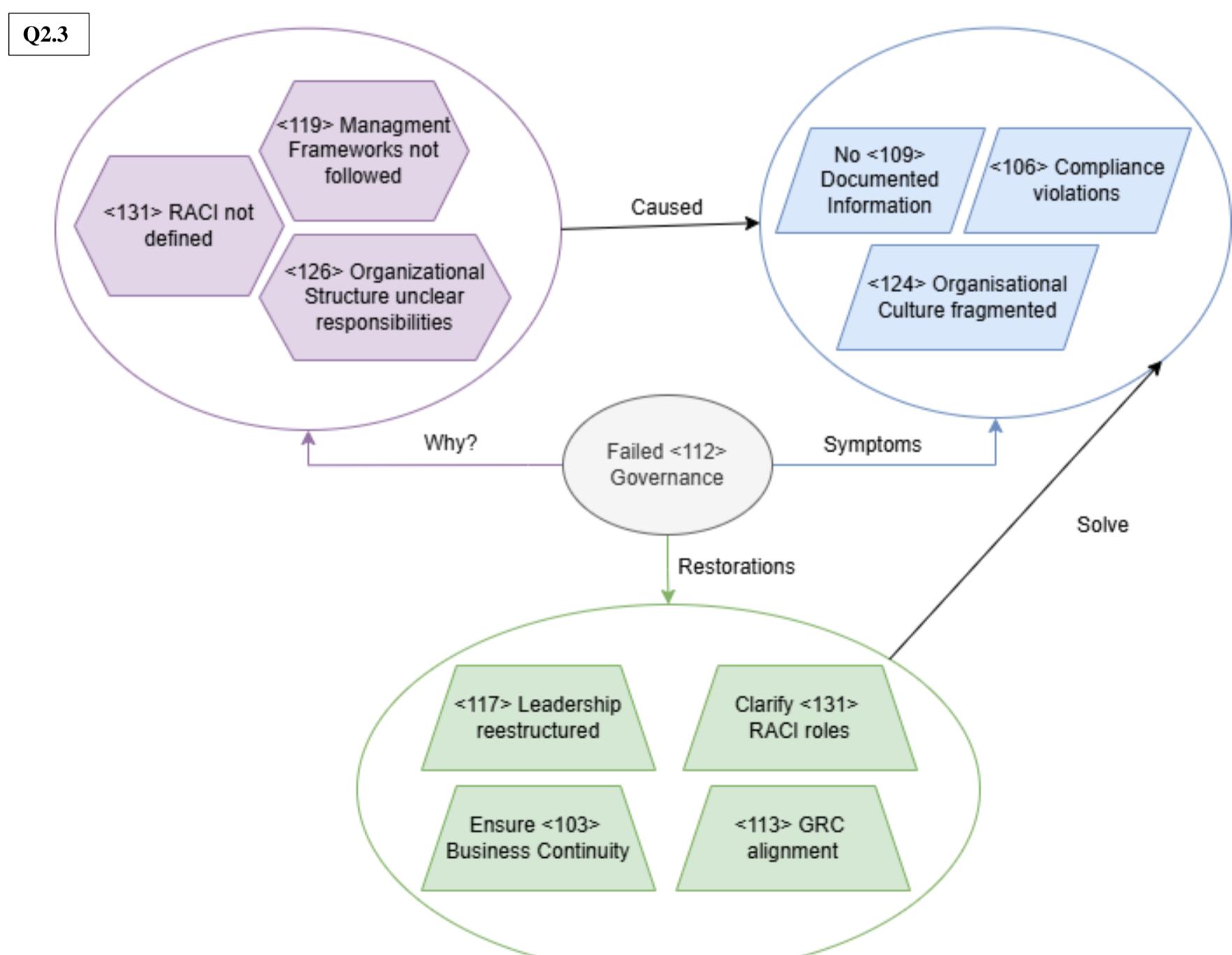
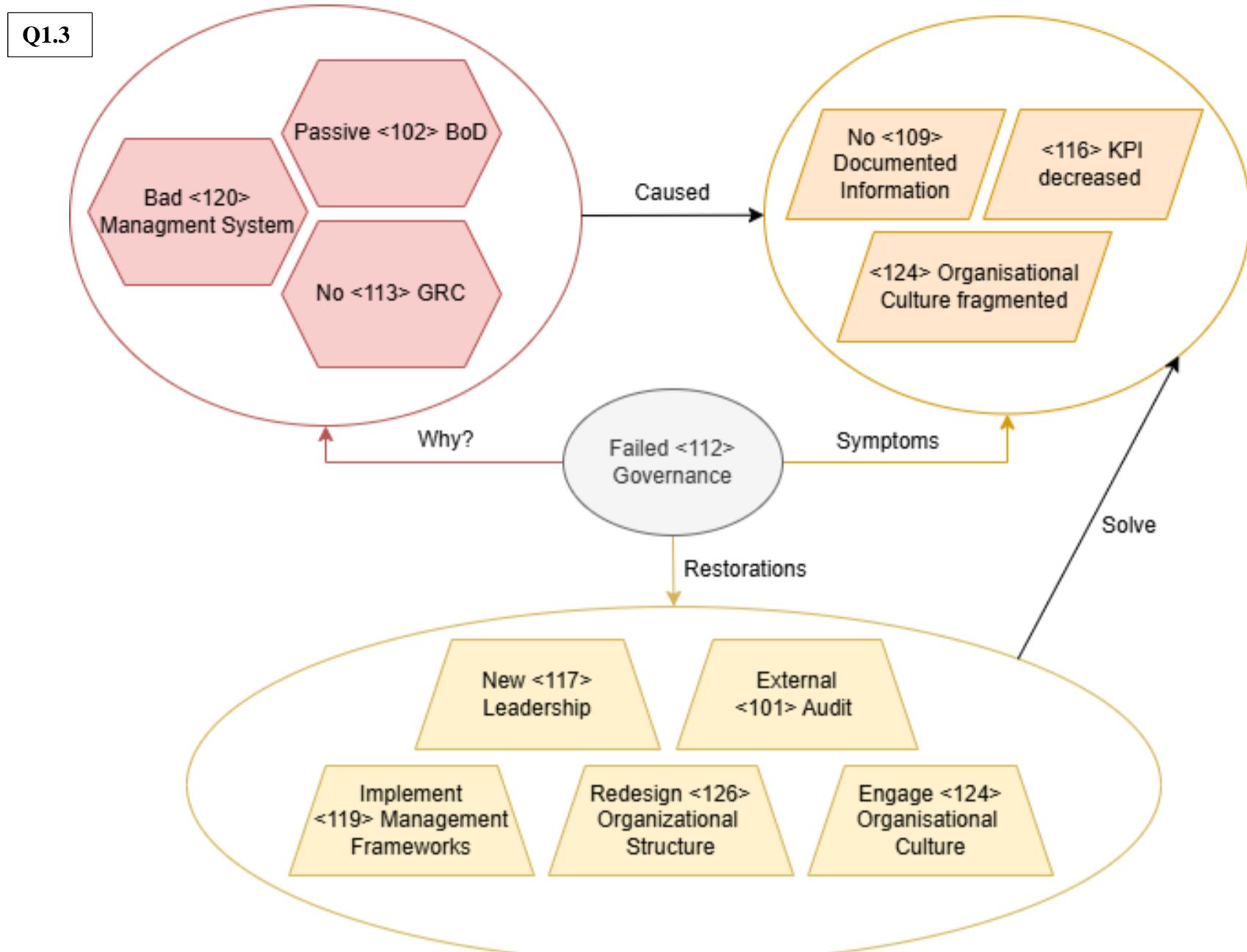
Unilateral Board Action - A major board action made without proper stakeholder alignment.

Organisational Backlash - Internal or external opposition triggered by controversial decisions

Leadership Reinstatement - Reversal or correction of a disputed leadership change

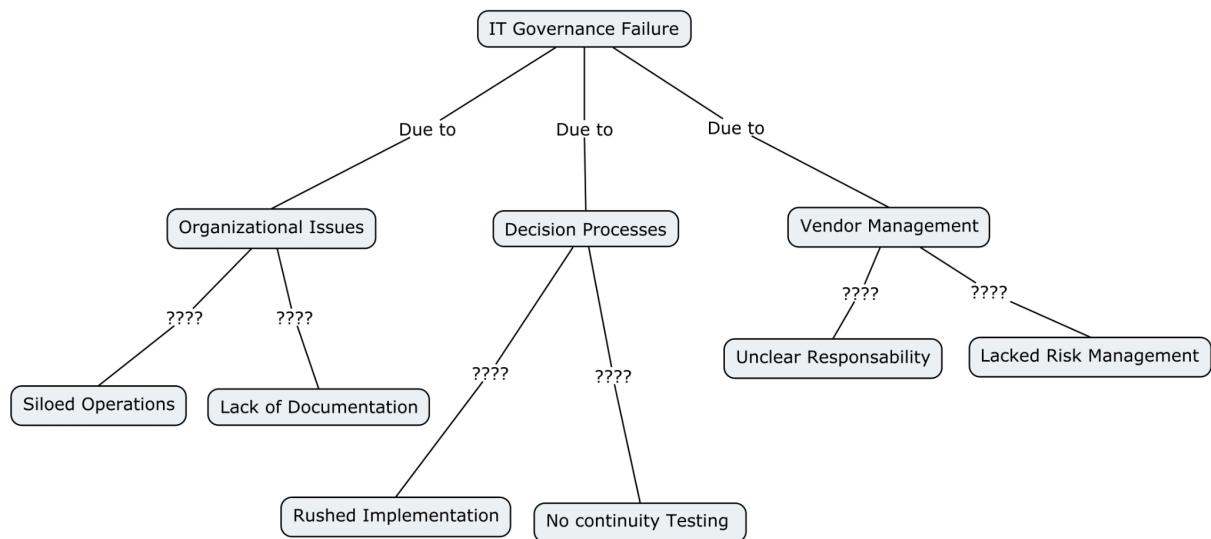
Trust Breakdown - Loss of confidence in governance or leadership legitimacy

Governance Disruption - Breakdown of oversight and alignment mechanisms

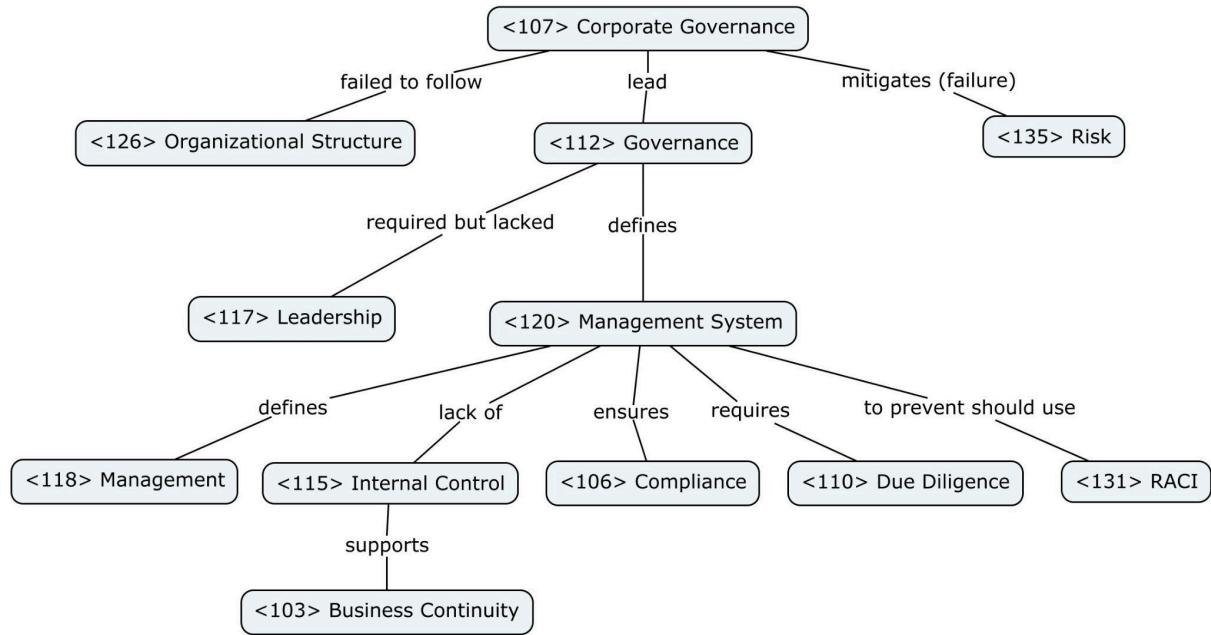


Rafael Maciel Nº 100671

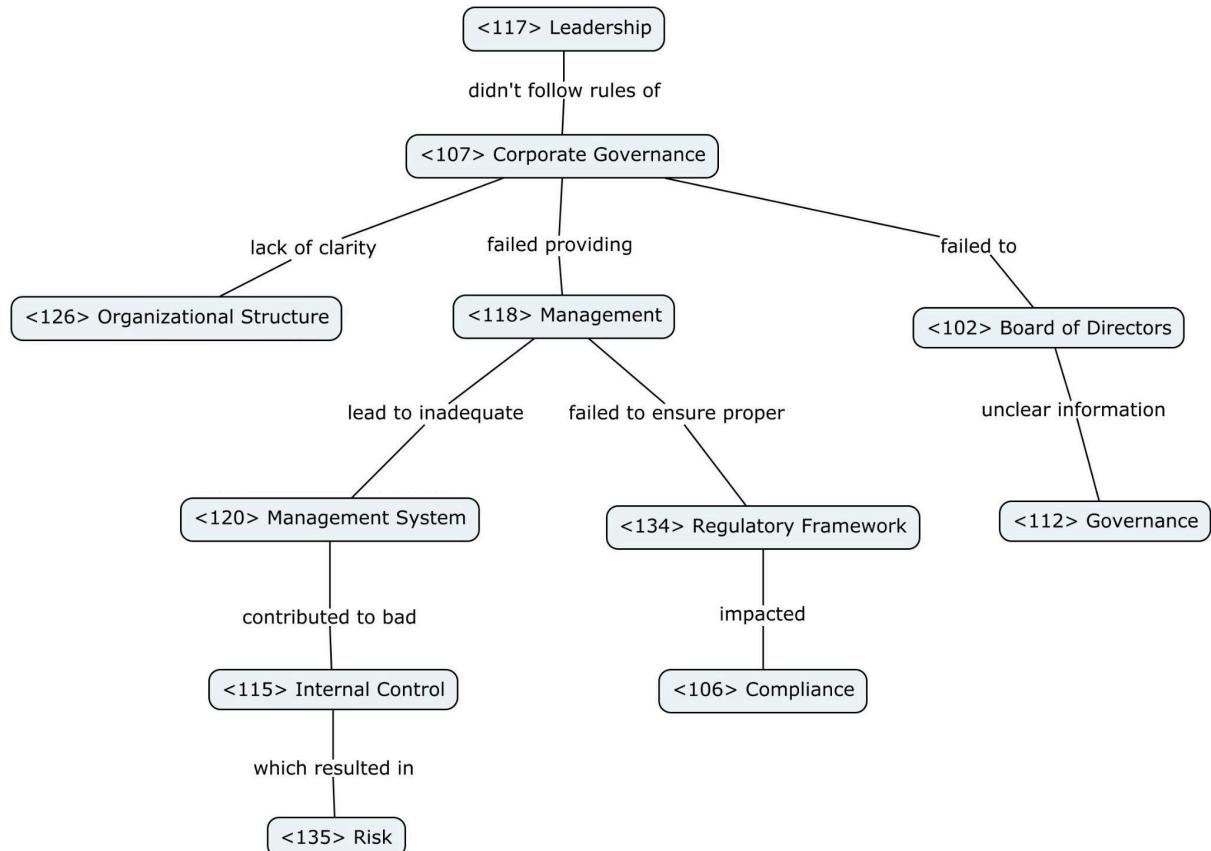
Q1.3



Q1.3



Q2.3



Q1.3

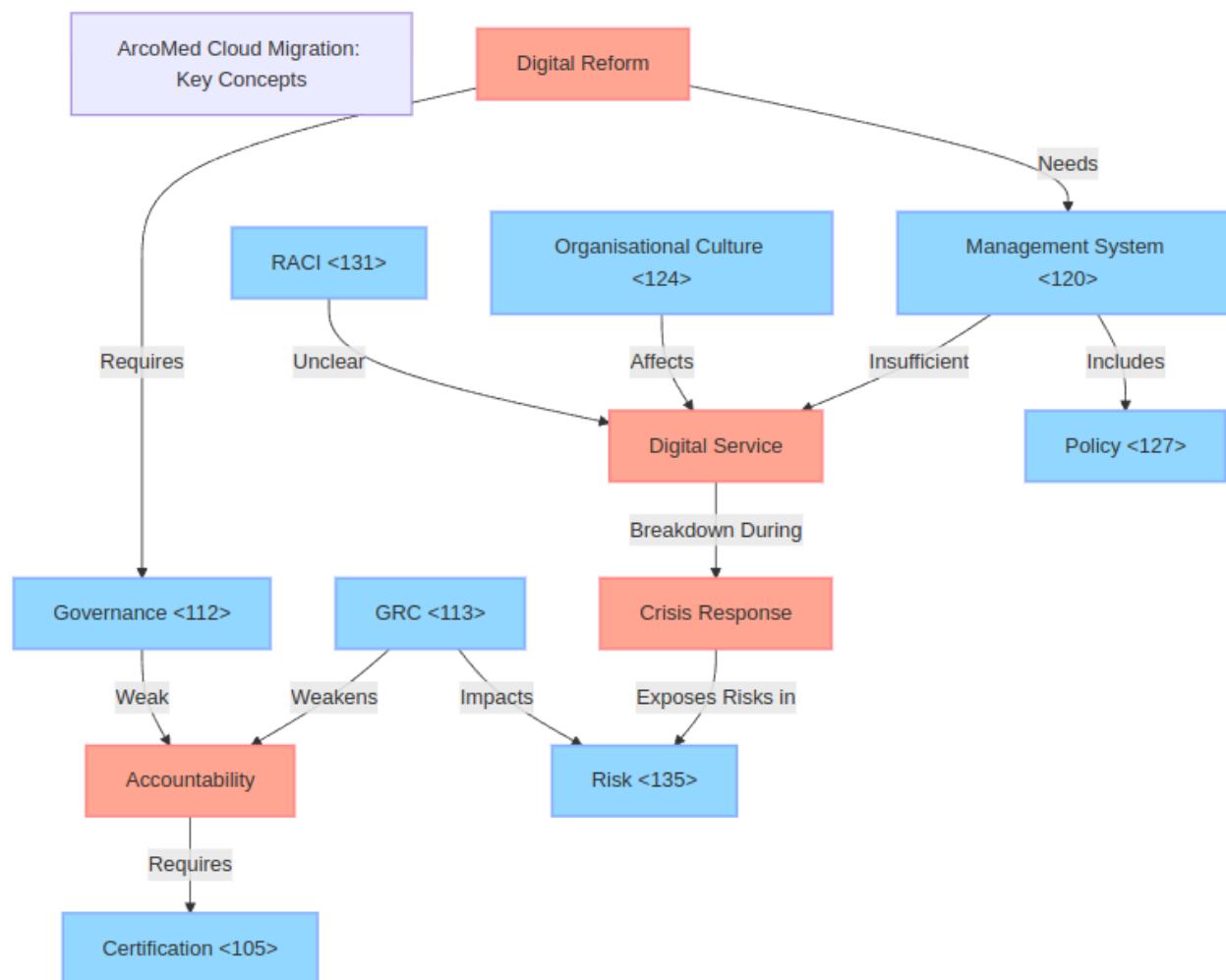
Weaknesses in <115>Internal Control directly made the <103>Business Continuity less able to handle the attack.

Q2.3

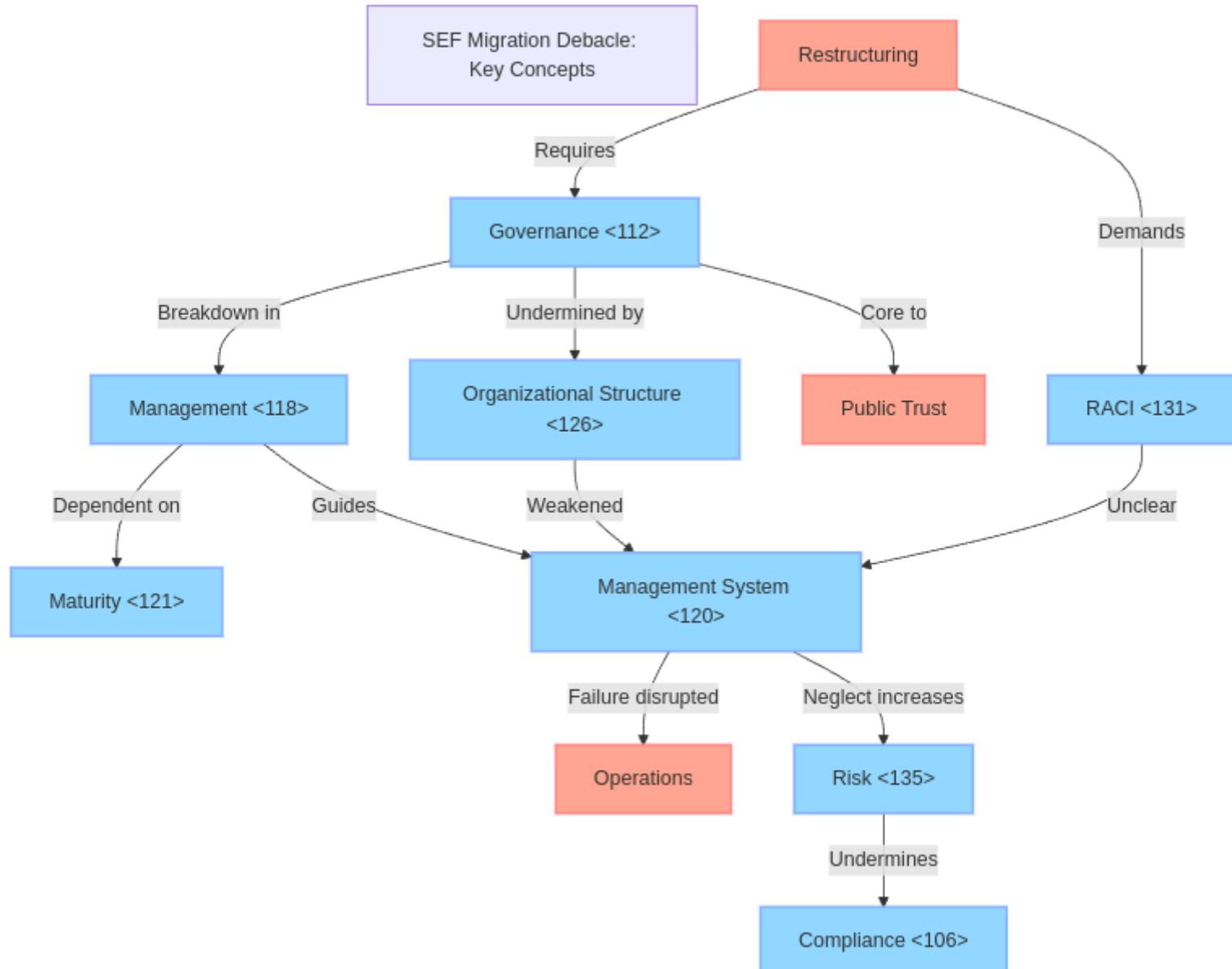
Failures in leadership, management, and BoD oversight, all of this from weak corporate governance, led to a vulnerable organizational structure and management system, compromising internal controls and compliance, showing the importance of a strong GRC.

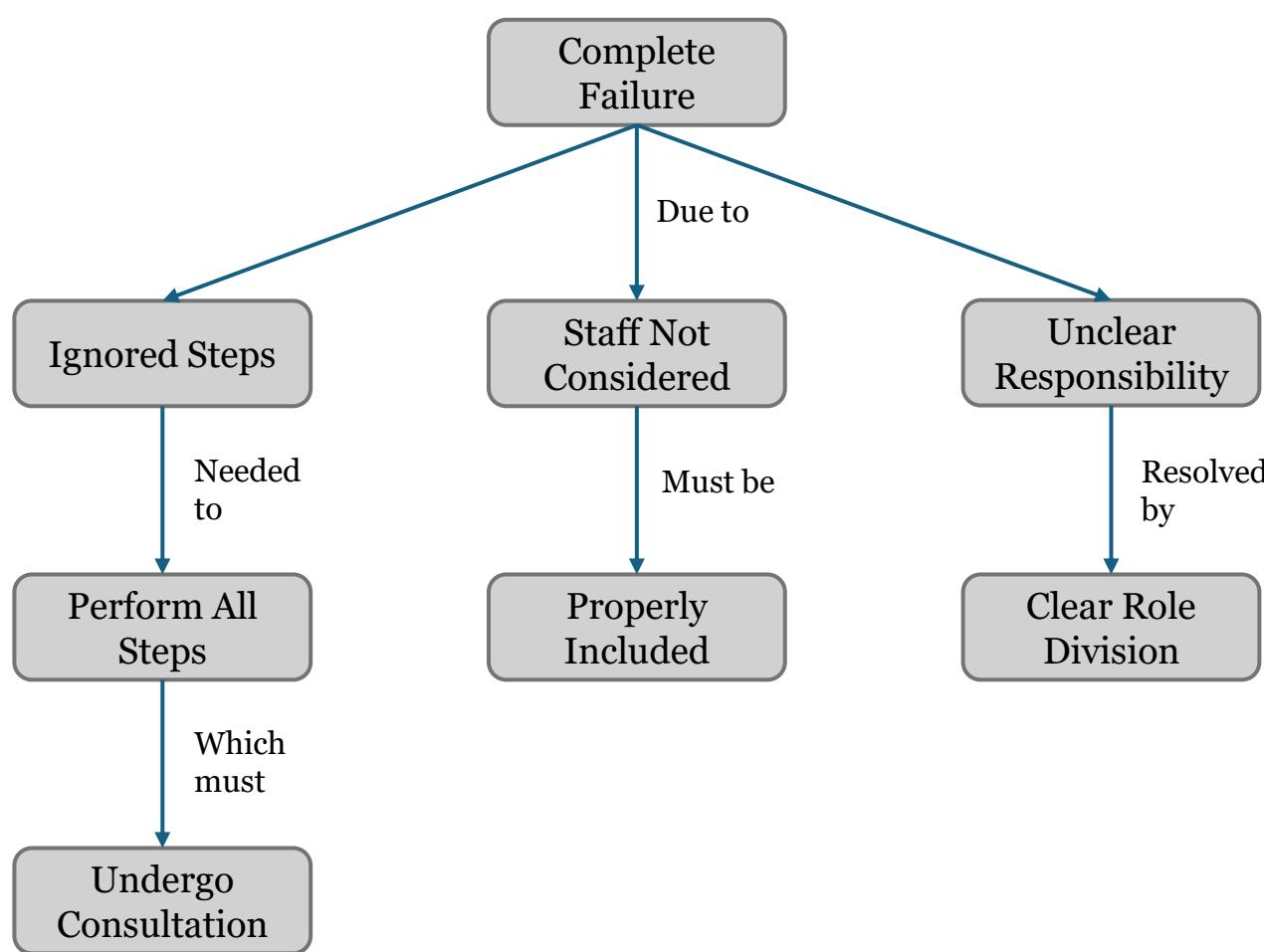
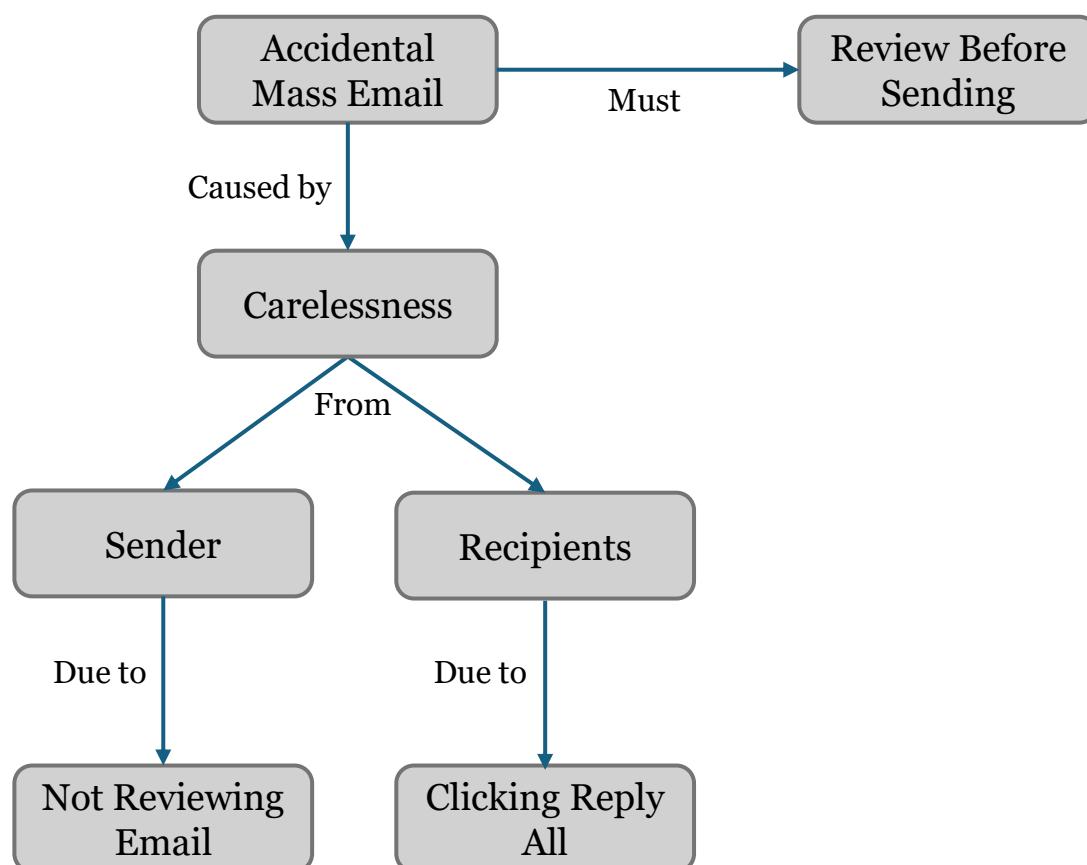
Essay 1 - Concept Maps

Q1.3

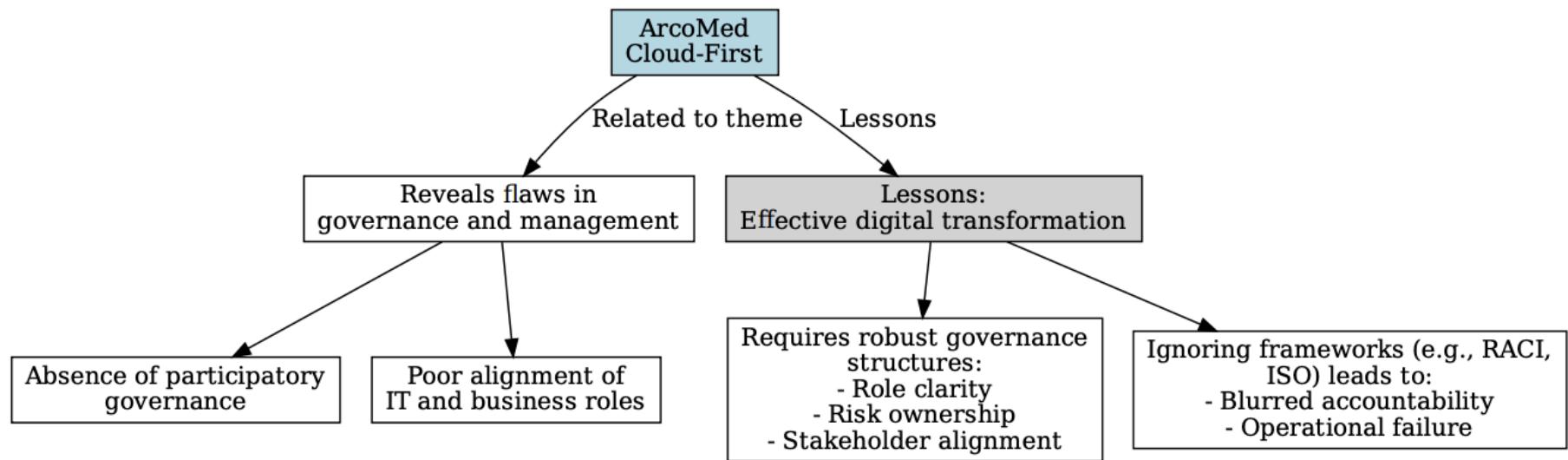


Q2.3

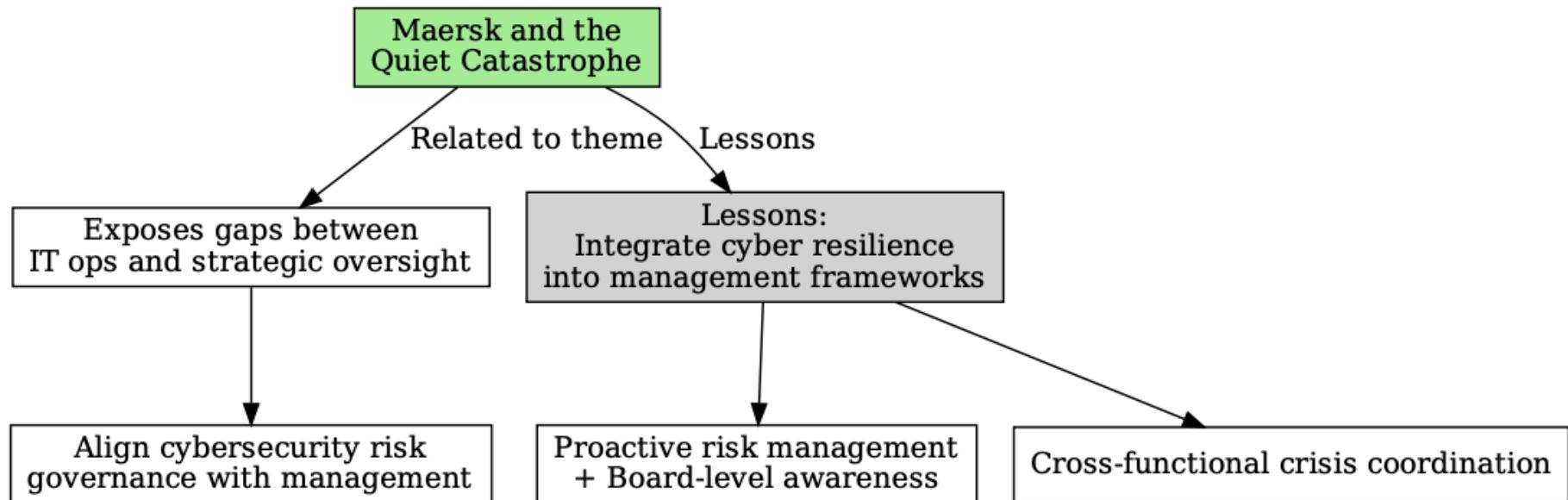


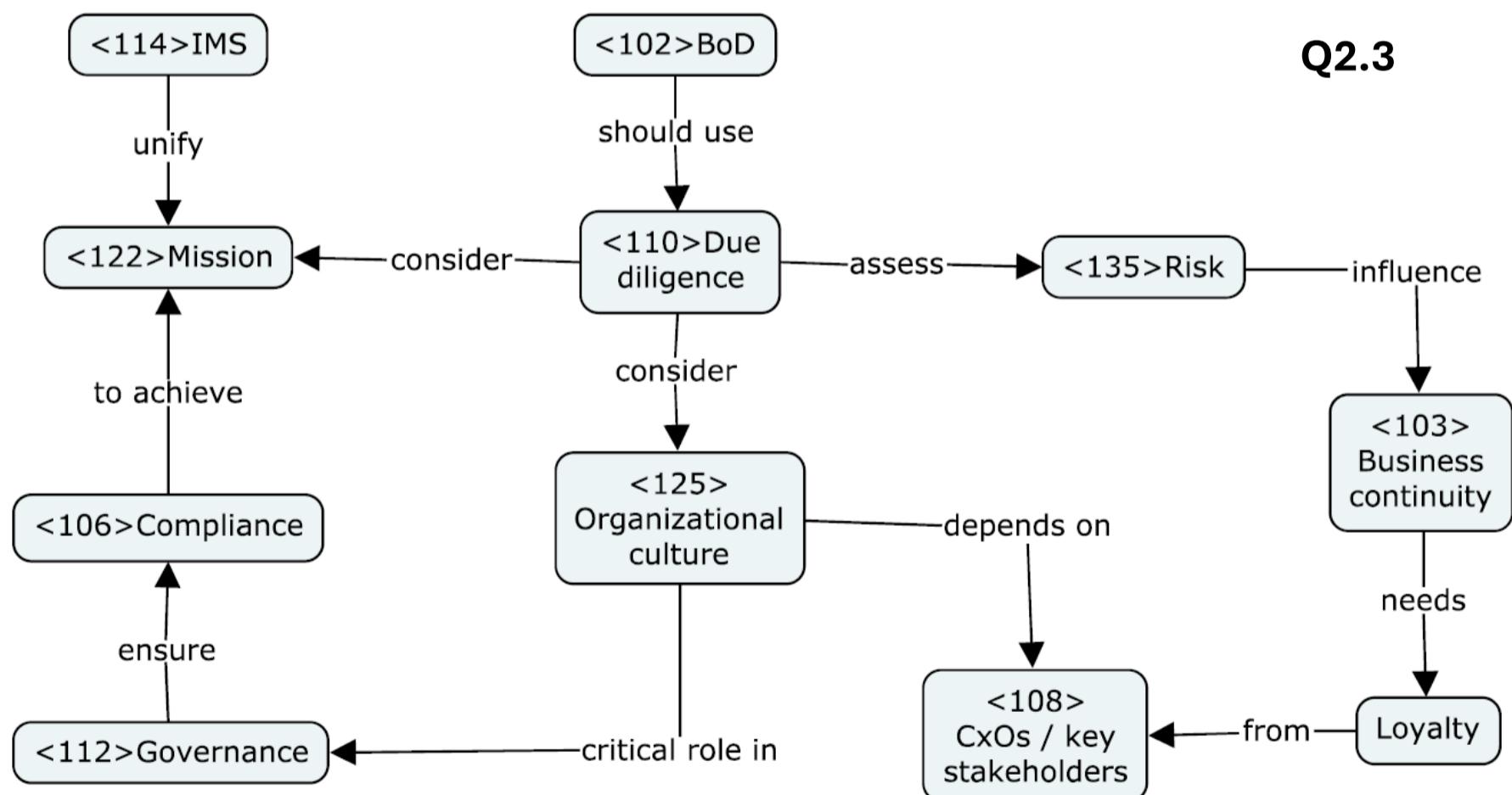
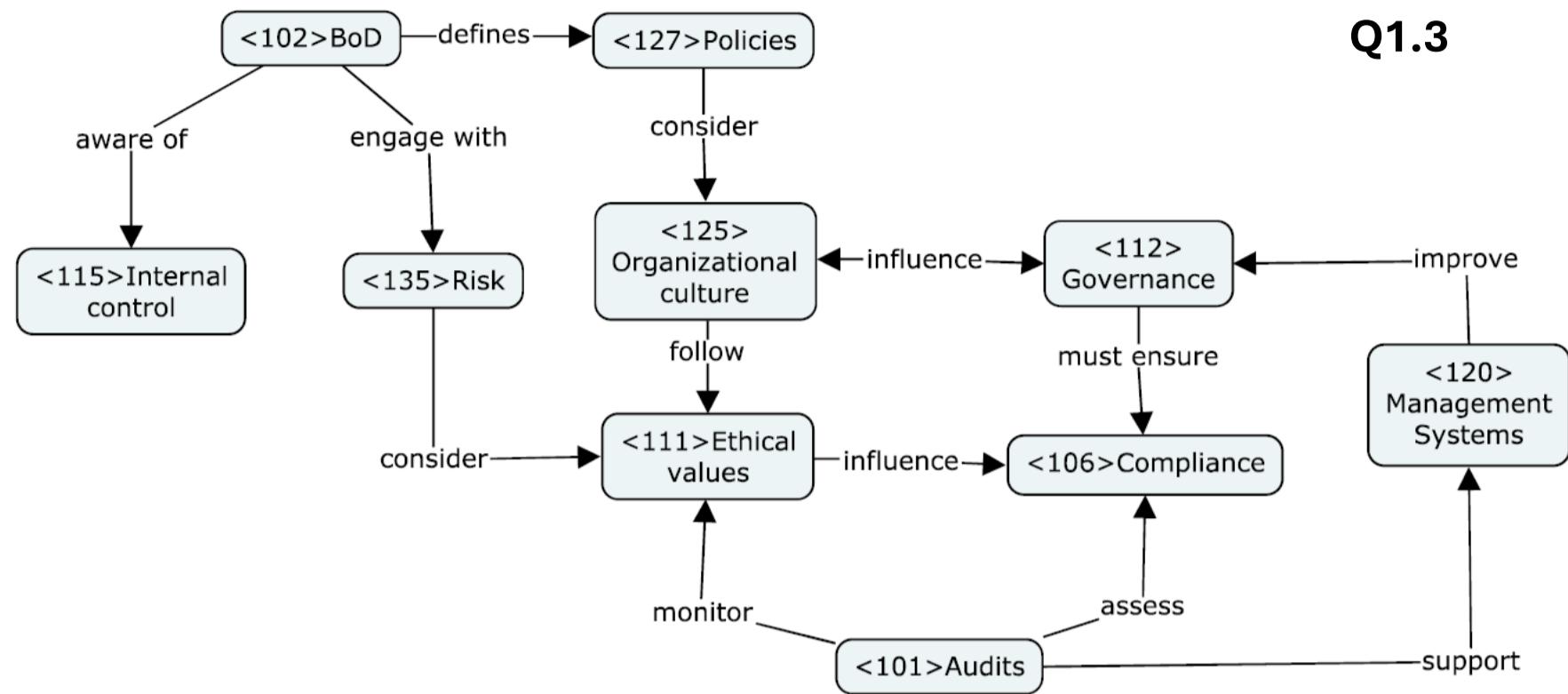
Q 1.3**Q 2.3**

Q1.3



Q2.3

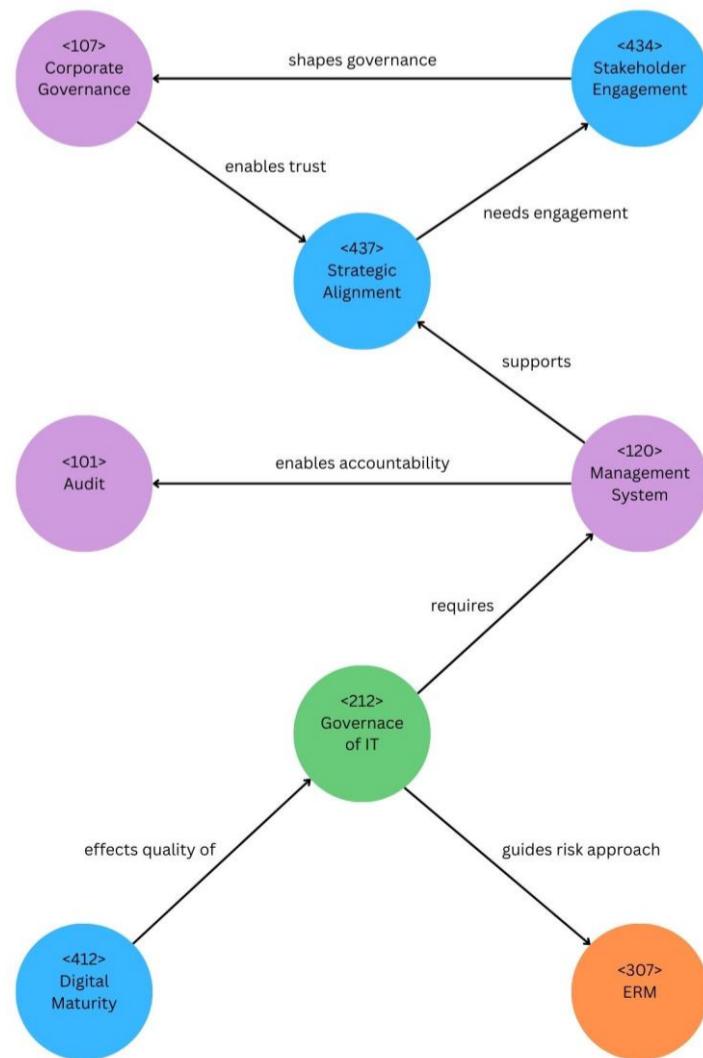
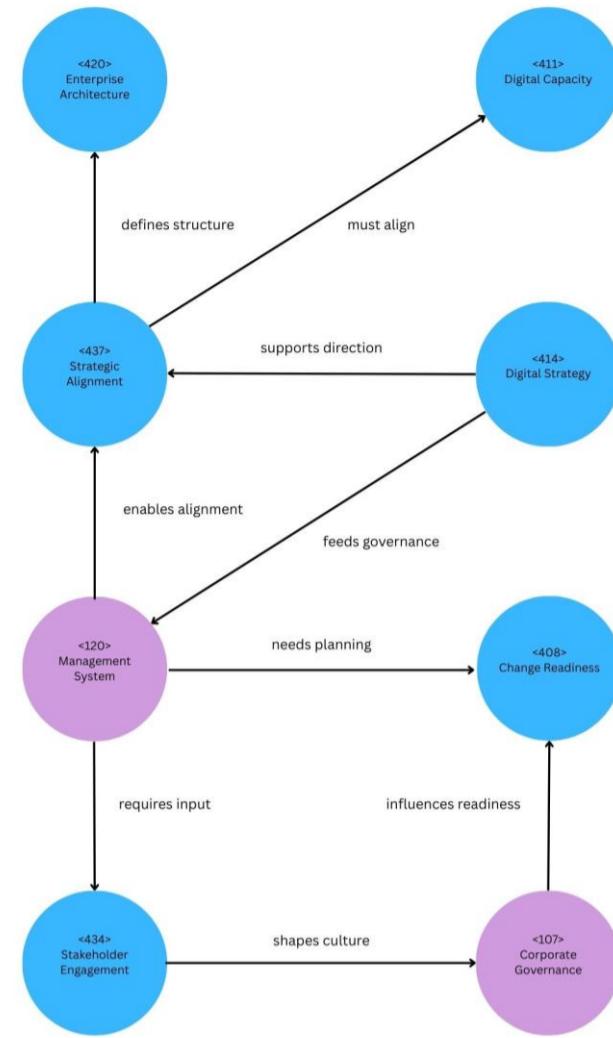




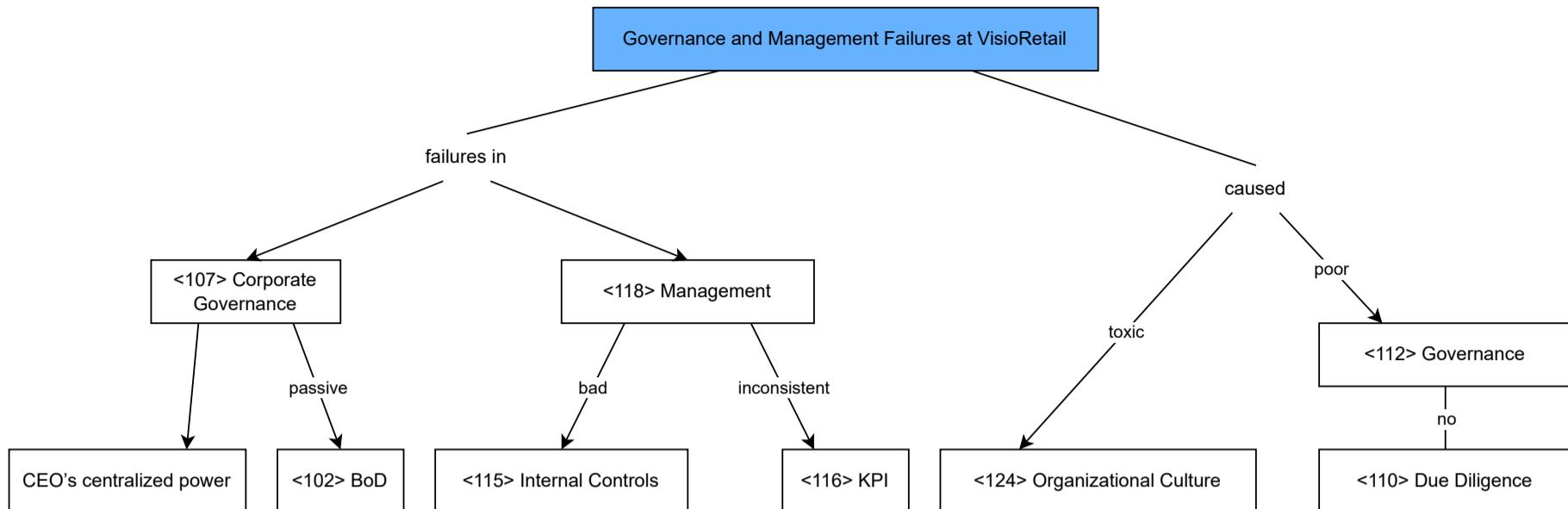
Extra concepts – needed for the analysis and based on the theme

Loyalty: Commitment to the organization's mission and values, that supports governance effectiveness, ensuring alignment between individual actions and organizational objectives. Trust and sustained commitment over time.

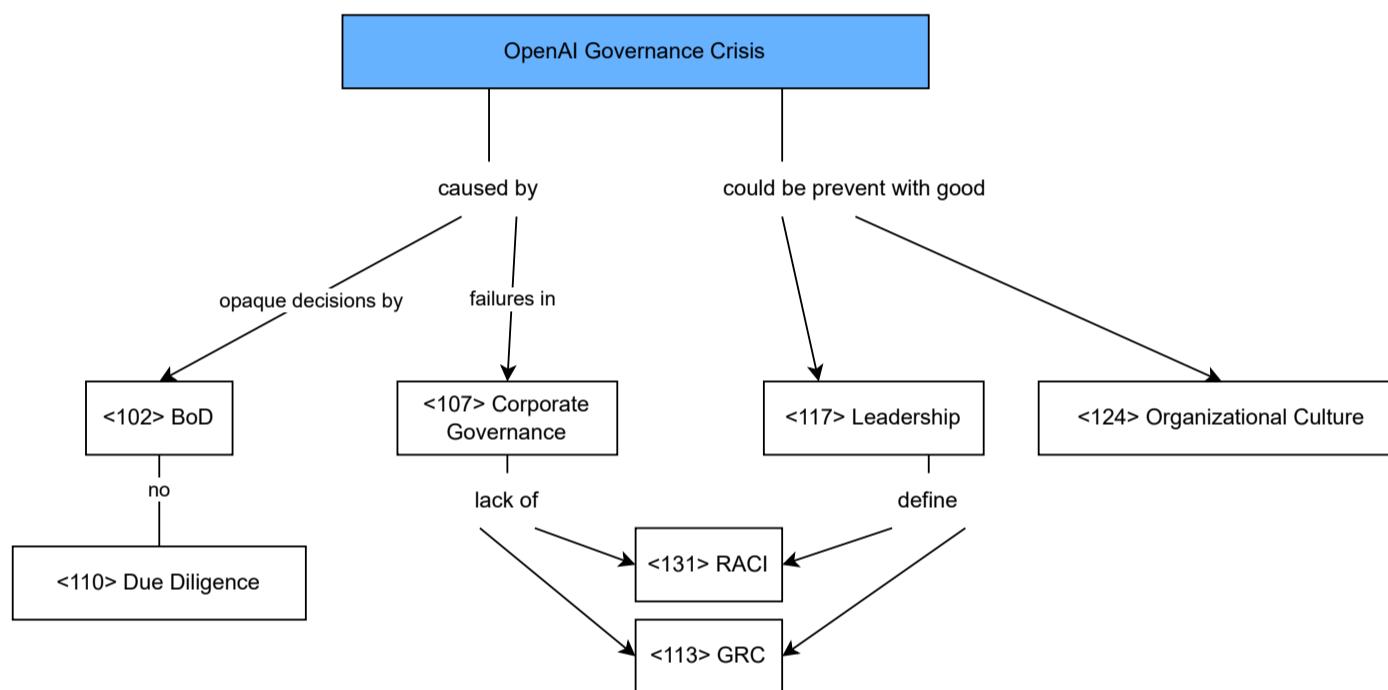
Key Stakeholders: Individuals or groups who have a significant interest in or influence over the organization's outcomes. While they may not hold ownership, their support or opposition can greatly impact an organization.



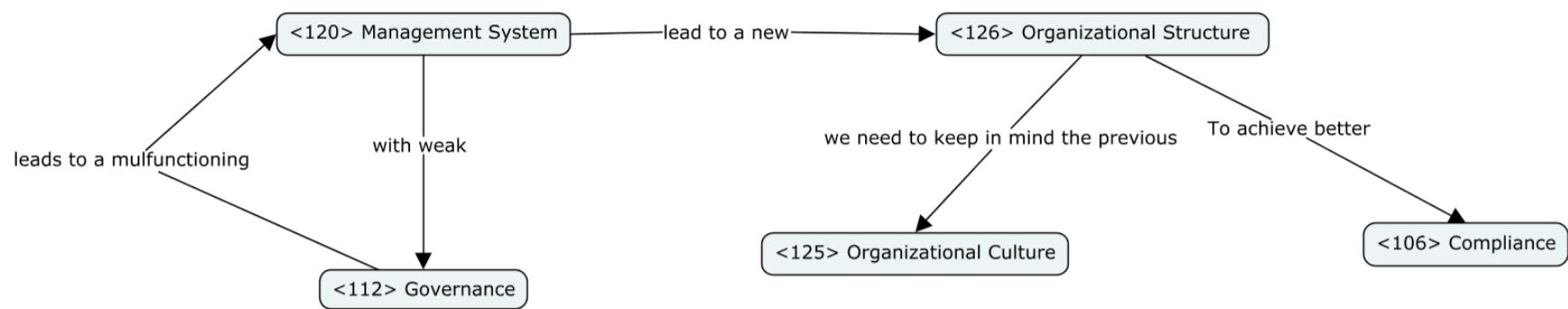
Concept Map for Q1.3



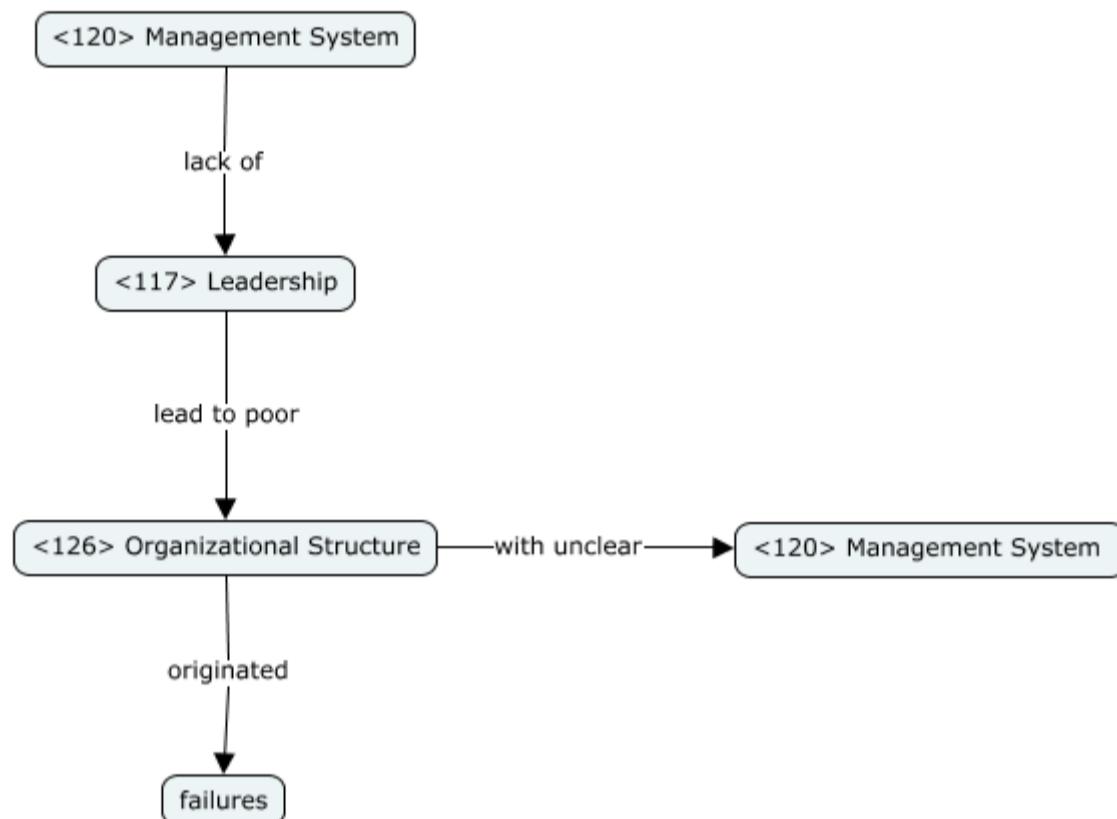
Concept Map for Q2.3



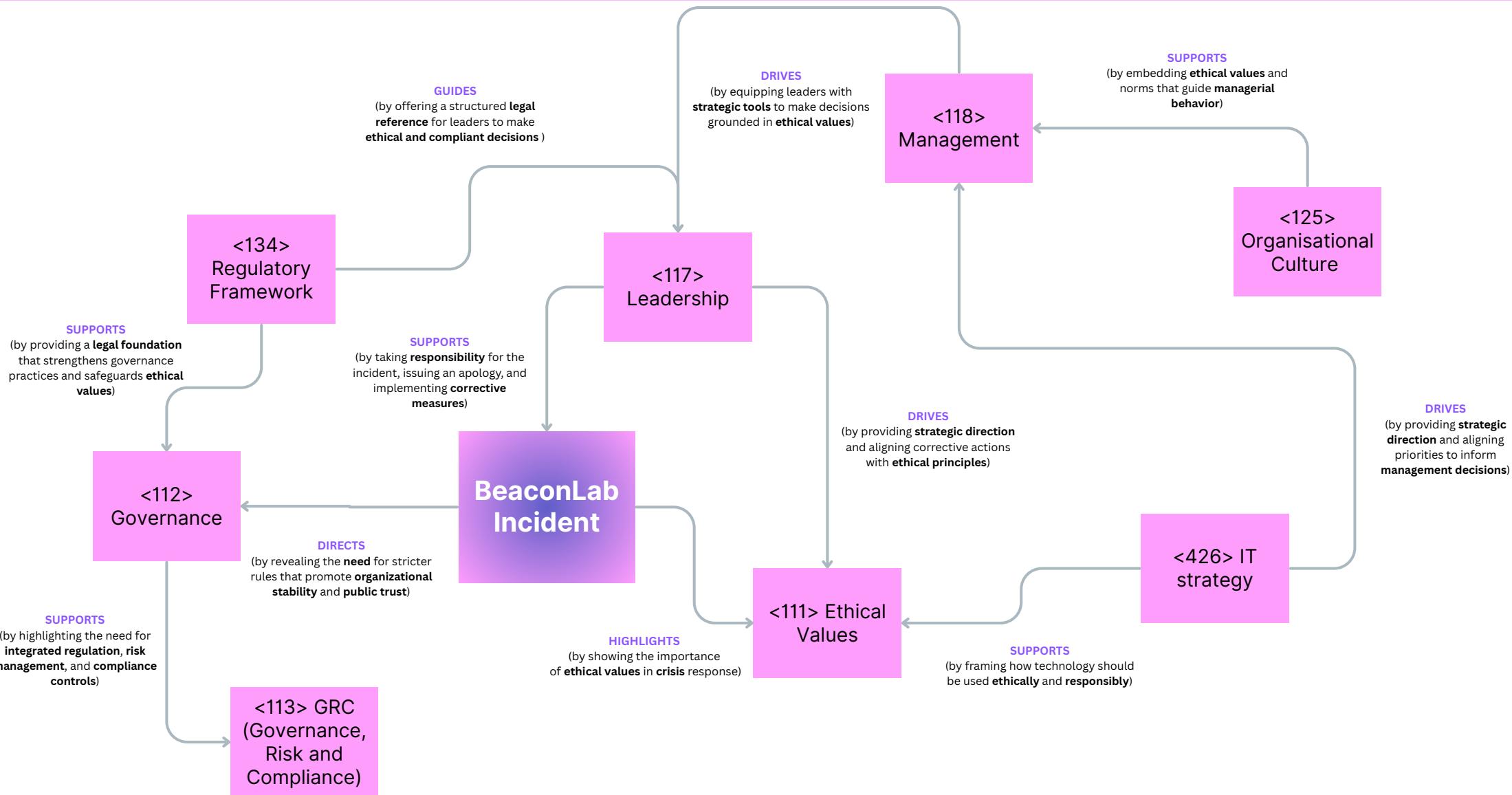
Q1.3



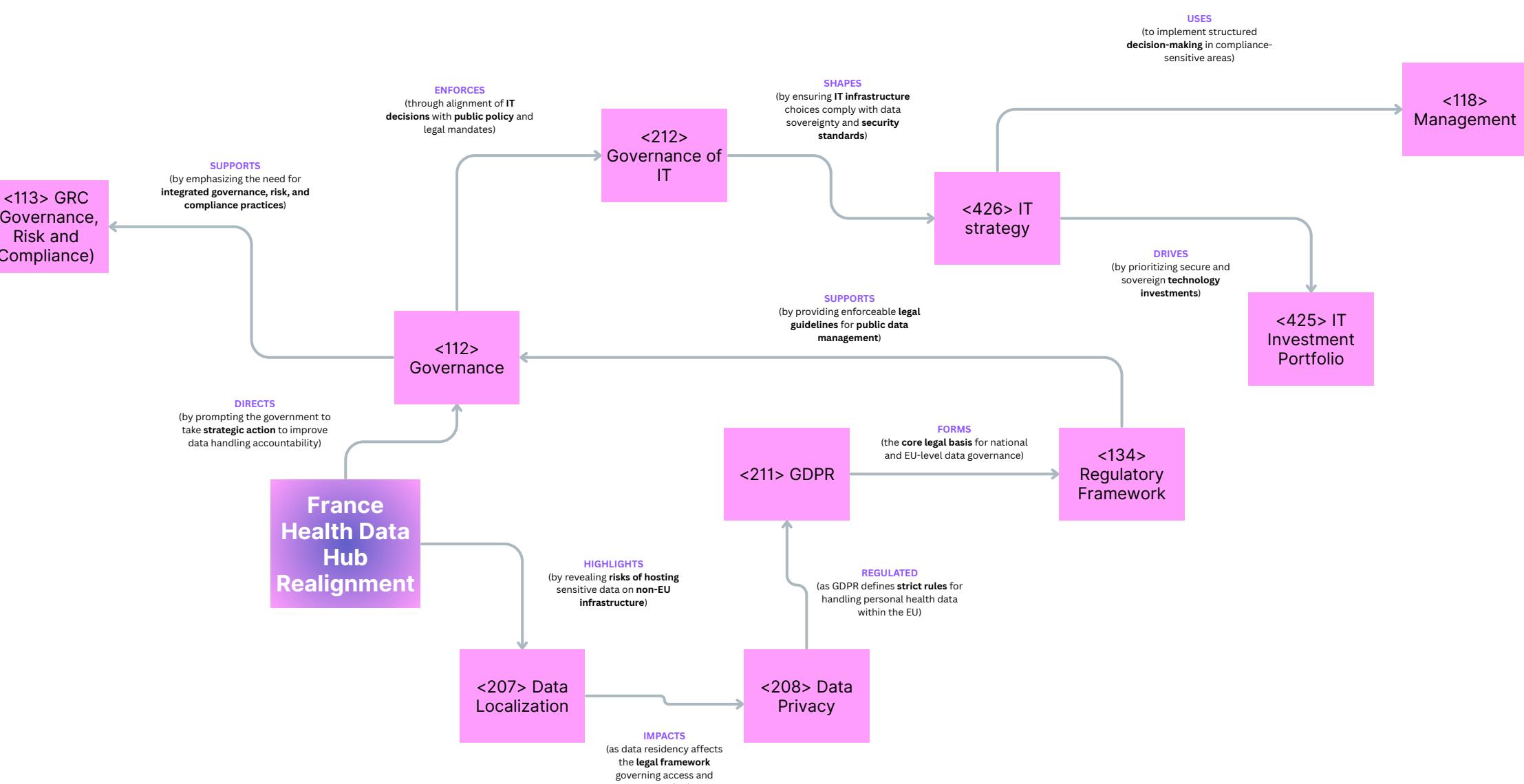
Q2.3



Q1.3: BeaconLab Algorithmic Secret



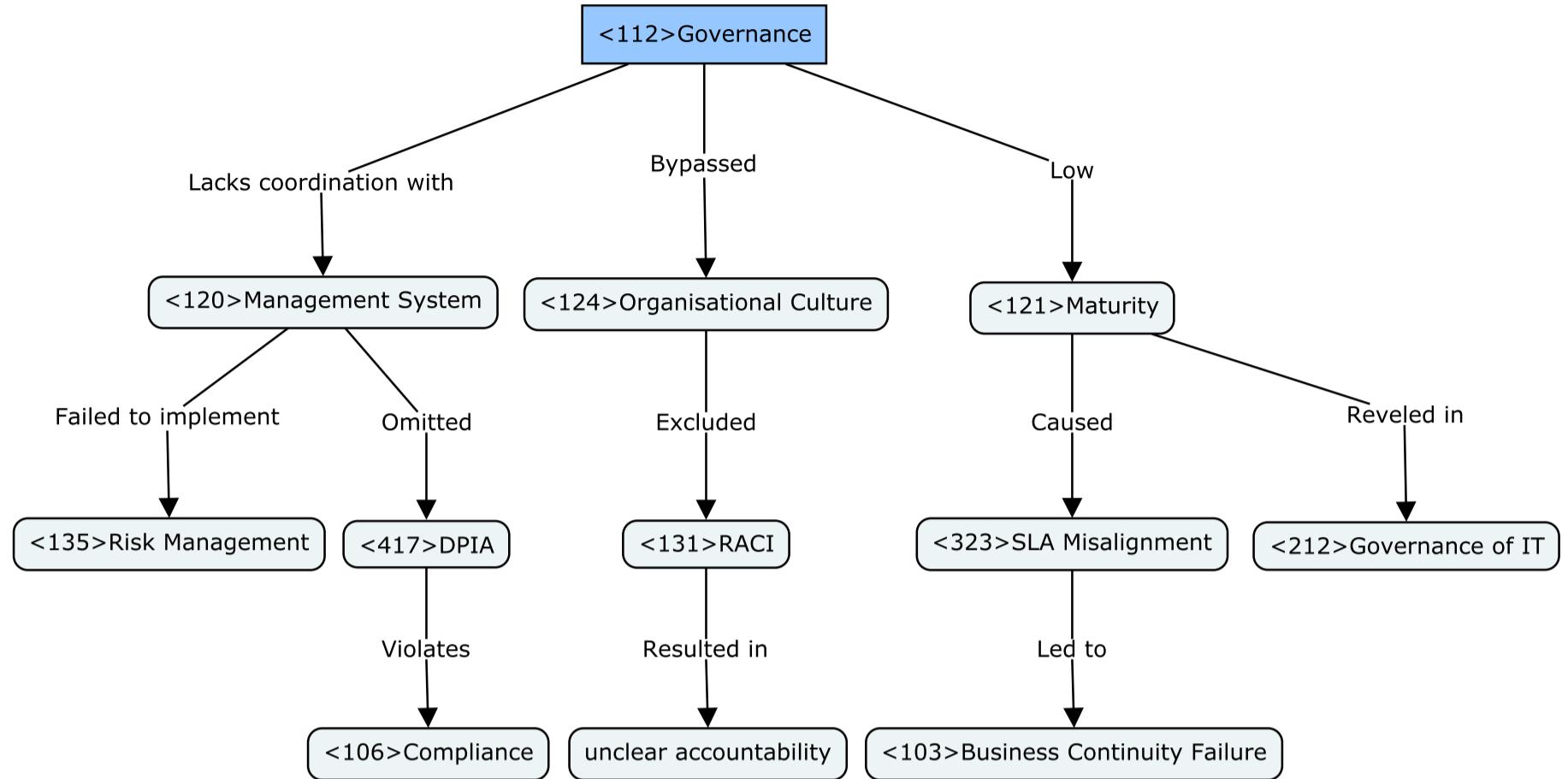
Q2.3: France health data hub realignment



[111] Ethical Values Ethics is the discipline concerned with what is morally good and bad and morally right and wrong ; **[112] Governance** System by which the whole organization is directed, controlled and held accountable to achieve its core purpose over the long term. ; **[113] GRC (Governance, Risk and Compliance)** Integrated collection of capabilities that enable an organization to reliably achieve objectives (governance), address uncertainty (risk management), and act with integrity (compliance). GRC aims to align activities across functions, reduce duplication, and ensure accountability. ; **[117] Leadership** Ability to lead a group of people or an organization, typically involving the establishment of a clear vision, sharing that vision with others, providing information, knowledge and methods to realize that vision, and coordinating and balancing the conflicting interests of all members and stakeholders. ; **[118] Management** Coordinated activities to direct and control an organization.; **[125] Organisational Culture** Set of shared values, beliefs, norms and practices that influence the way people within an organization interact with each other and with external stakeholders. ; **[134] Regulatory Framework** A structured set of laws, rules, or guidelines that govern specific activities or sectors. ; **[207] Data Localization** A concern with Data Protection. A mandatory legal requirement for data to be stored within a specific country.; **[208] Data Privacy** The right of individuals to control how their personal information is collected and used. ; **[211] GDPR** General Data Protection Regulation is a regulation in EU law on data protection and privacy in the European Union (EU) and the European Economic Area (EEA) ; **[212] Governance of IT** Information Technology - system by which the current and future use of IT is directed and controlled. ; **[425] IT Investment Portfolio** A collection of IT assets, projects, and capabilities grouped for the purpose of strategic investment and resource allocation.; **[426] IT Strategy** A comprehensive plan that outlines how technology should be used to meet IT and business goals.

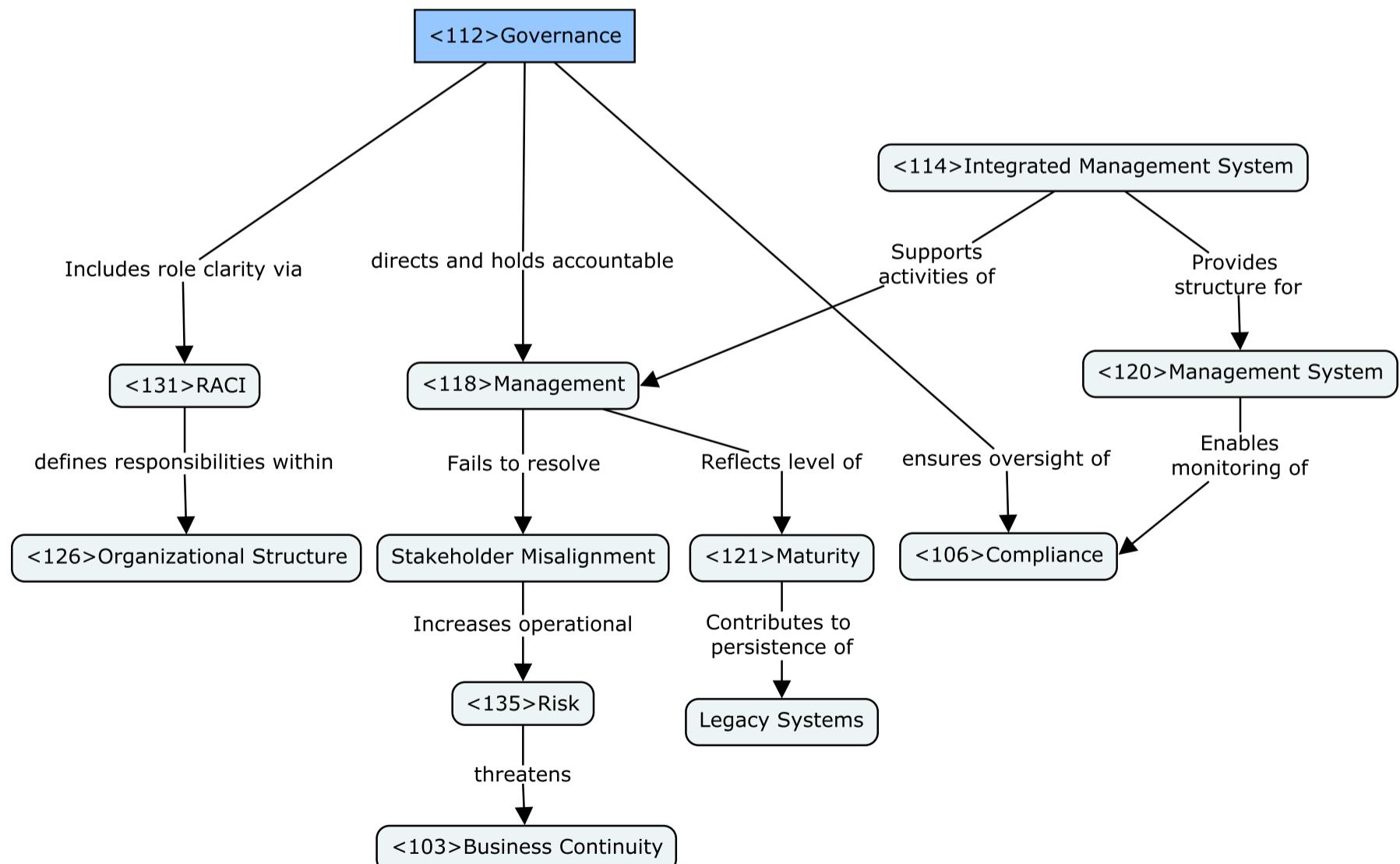
SGSI E1 – Eduardo Guerra ist1102681

Q1.3 - Concept Map of Story “ArcoMed cloud-first”



Unclear accountability: This happens when it's not clear who is responsible for what. When roles or decisions aren't clearly defined or communicated, it can lead to confusion, missed tasks, repeated work, or finger-pointing. In the ArcoMed case, this issue showed up when neither the internal IT team nor the vendor took responsibility for backup procedures, which made the crisis worse.

Q2.3 - Concept Map of Case “SEF Migration Debacle”



Legacy Systems: Outdated IT systems or software that are still in use, despite having been superseded by newer technologies. Often incompatible with modern platforms and hinder operational efficiency or integration.

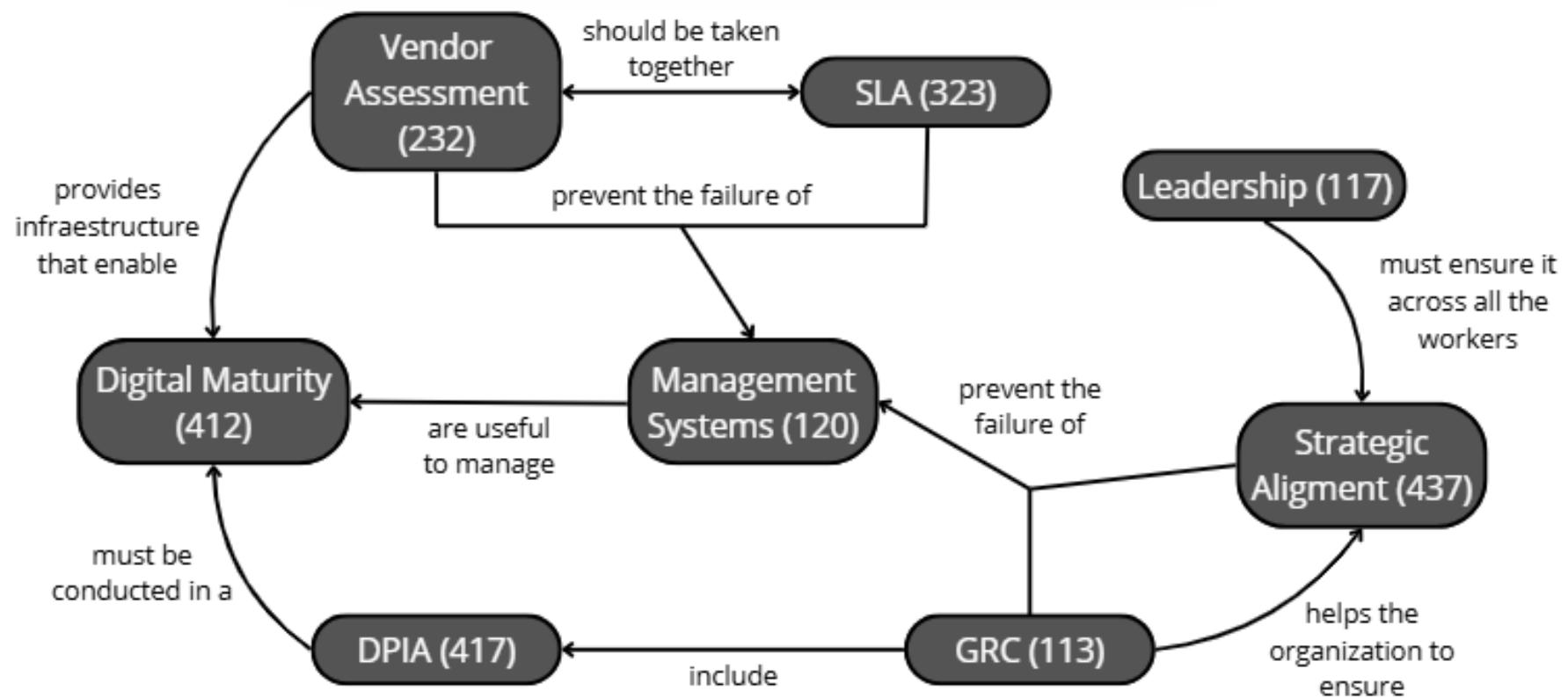
Stakeholder Misalignment: A governance and management failure where key actors — such as departments, agencies, or leadership — have unclear or conflicting objectives, roles, or communication, leading to poor coordination and decision-making.

Information Systems Management and Security

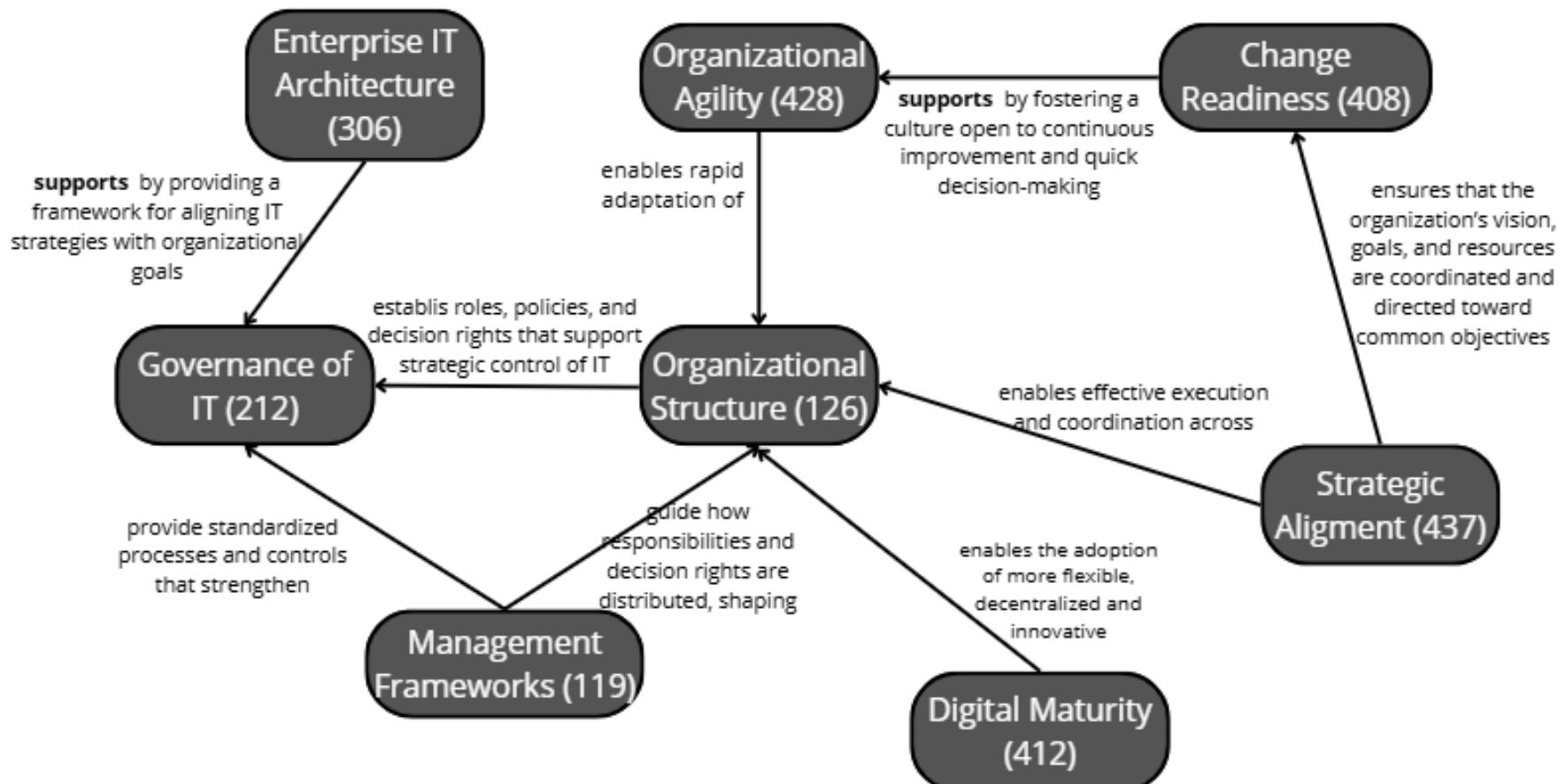
Essay 1

Student 102690

Q1.3.

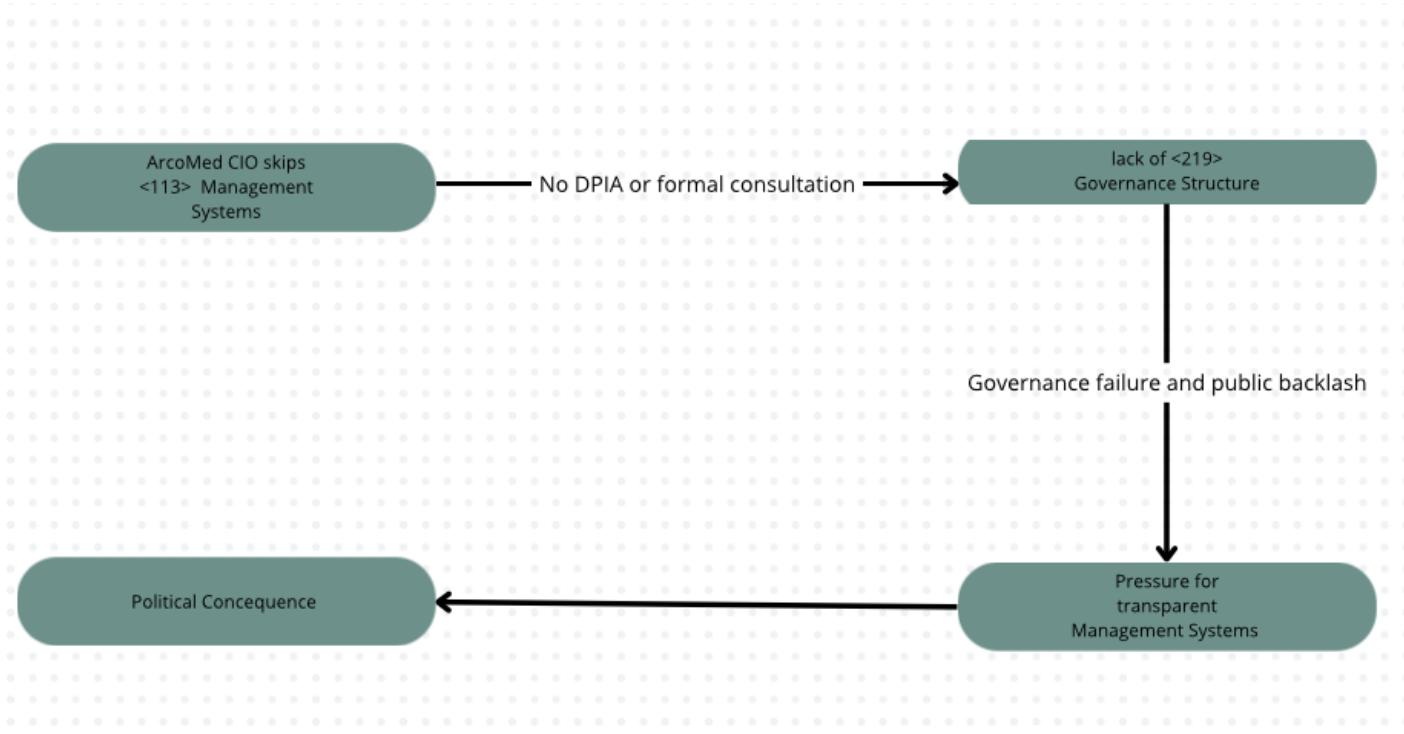


Q2.3.

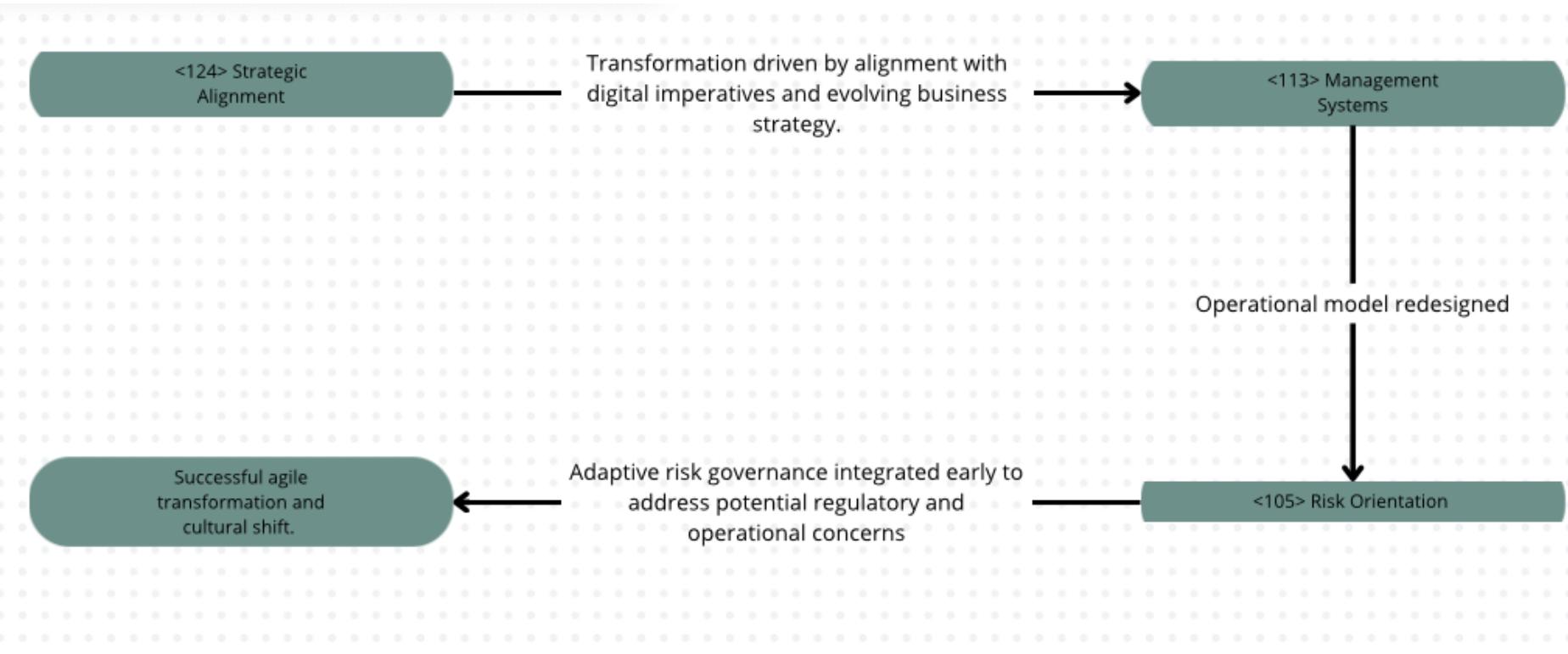


Essay 1
Isabela Pereira 102703

Q1.3



Q2.3



João Rodrigues Ribeiro (102715)

joao.r.ribeiro@tecnico.ulisboa.pt

1 Story Analysis

The story I have selected for this essay is: **2.4: VisioRetail AI Misfire**

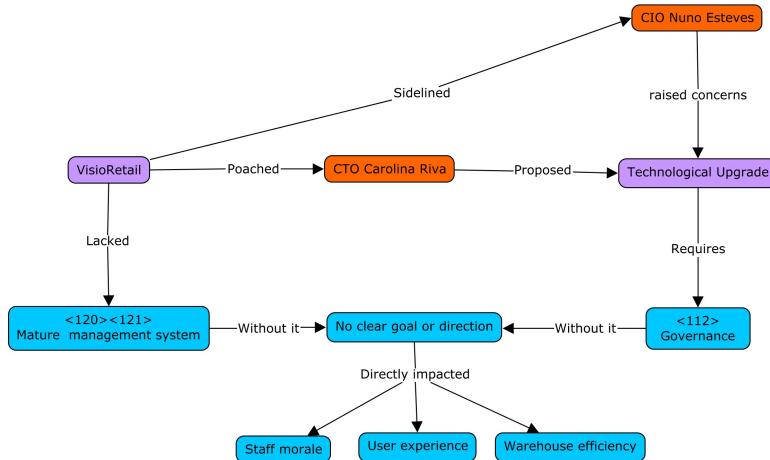
1.1 How is the story related to the theme?

This story shows the effects that a lack of governance in a company can have, especially when attempting a large-scale technological upgrade. Without setting a goal and a direction for this innovation, the company lost itself in what it really meant with "AI-driven by design". This in turn showed that the company was in a low maturity state in their management system, causing it to deviate from their original plan.

1.2 What lessons can be drawn from the story?

The main point to be extracted from this story is that tech ambition requires governance to succeed. There was a clear lack of a mature management system, which did not lead to clear roles and responsibilities within the project. This example also showed the importance of engaging with the different roles of the company. By sidelining the CIO, Nuno Esteves, they lost crucial insight on the possible effects that their approach could lead.

1.3 Concept Map



2 Case Analysis

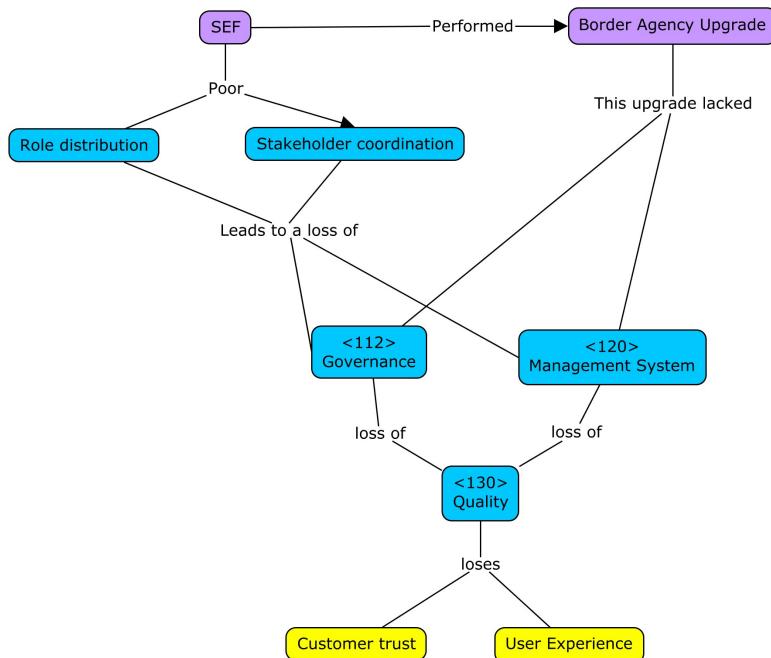
The case I have selected for this essay is: <6>SEF migration debacle (2023)

2.1 How is the story related to the theme?

SEF's poor attempt at restructuring their border agency showcased the importance of proper governance and management systems. This was also exacerbated by the lack of a clear role distribution and misguided coordination between the different stakeholders.

2.2 What lessons can be drawn from the story?

This case really shows the importance of a clear plan when a company is undergoing a major restructuring of their service. This lack of <112> governance and a proper <120> management system leads to an overall worse user experience, which can have effects on their trust and willingness to rely on its service again. Since this is a service provided by the state, a loss of trust by the clients is even more impactful, as it is not directed to a company but possibly a bigger entity.



3 Seminar Question

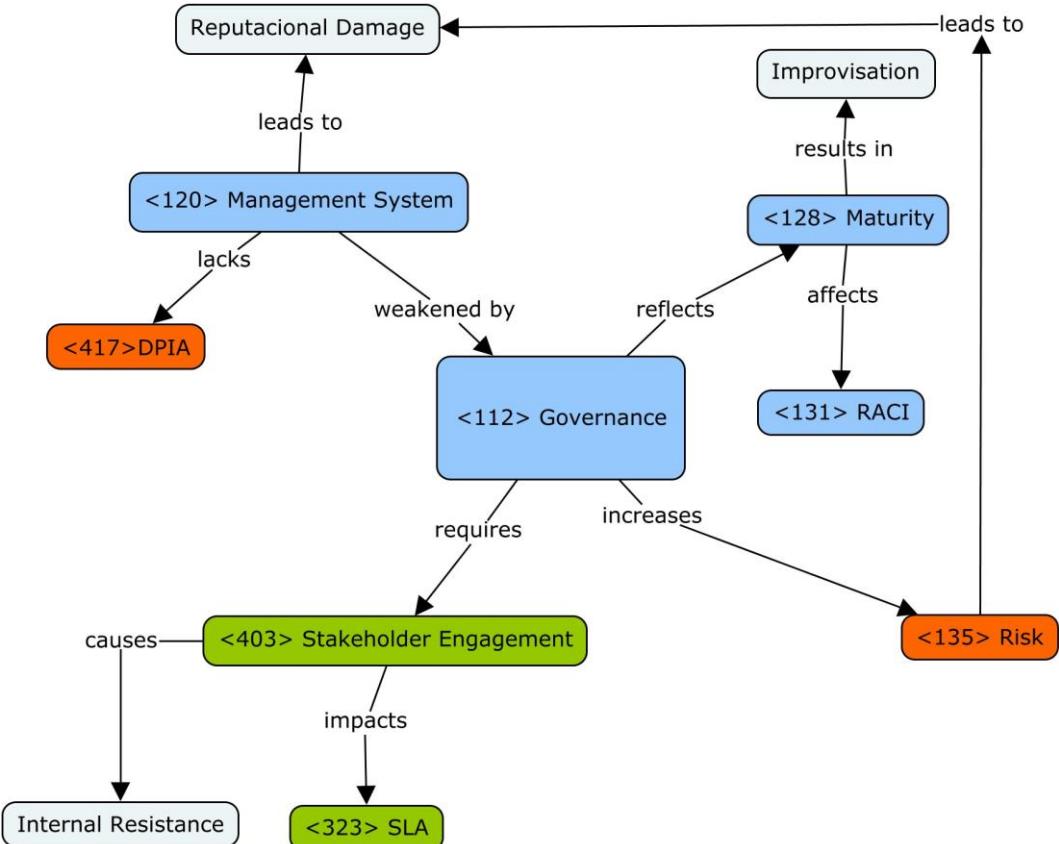
3.1 Q3.1

How much should the <119>**Management Frameworks** limit the creative freedom of a given executive or company member? What would be a good balance between the two?

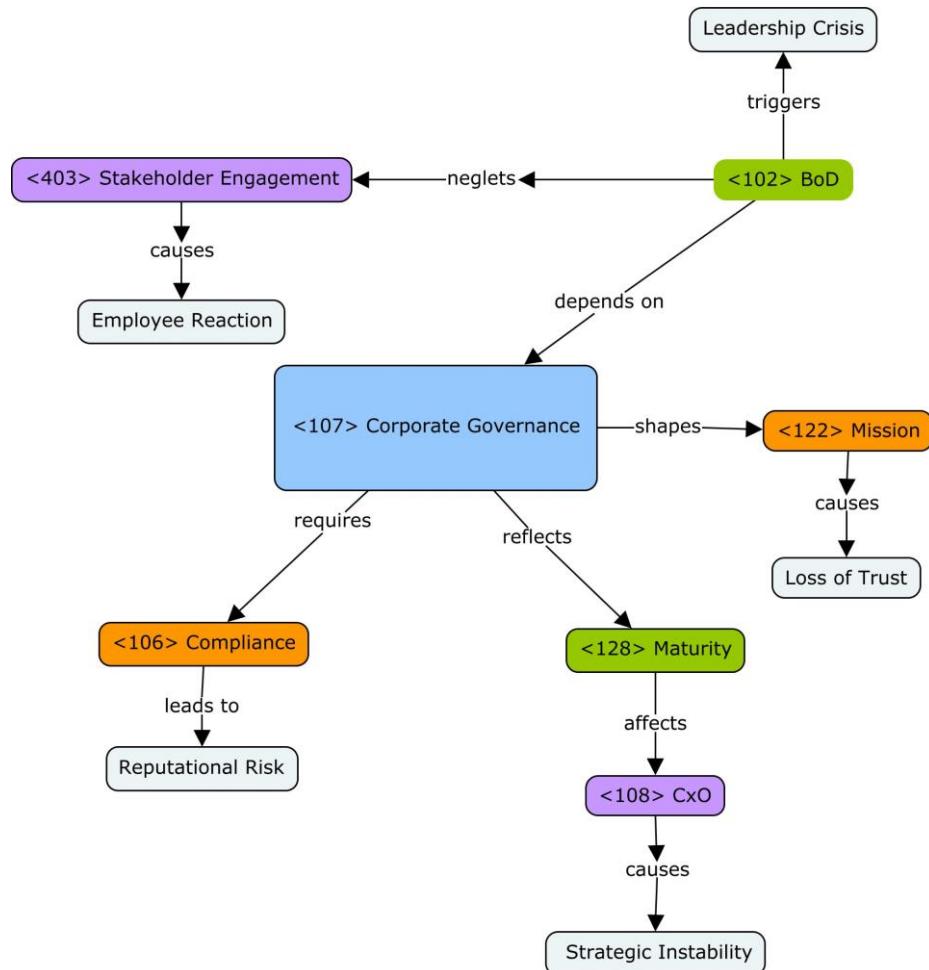
3.2 Q3.2

In the examples we have seen, it is clear that without clear roles and a mature management system, it is difficult to perform a big transformation or upgrade. This question puts in perspective, how restrictive should these measures be, as I feel like they could become too restrictive if they are not set in place correctly.

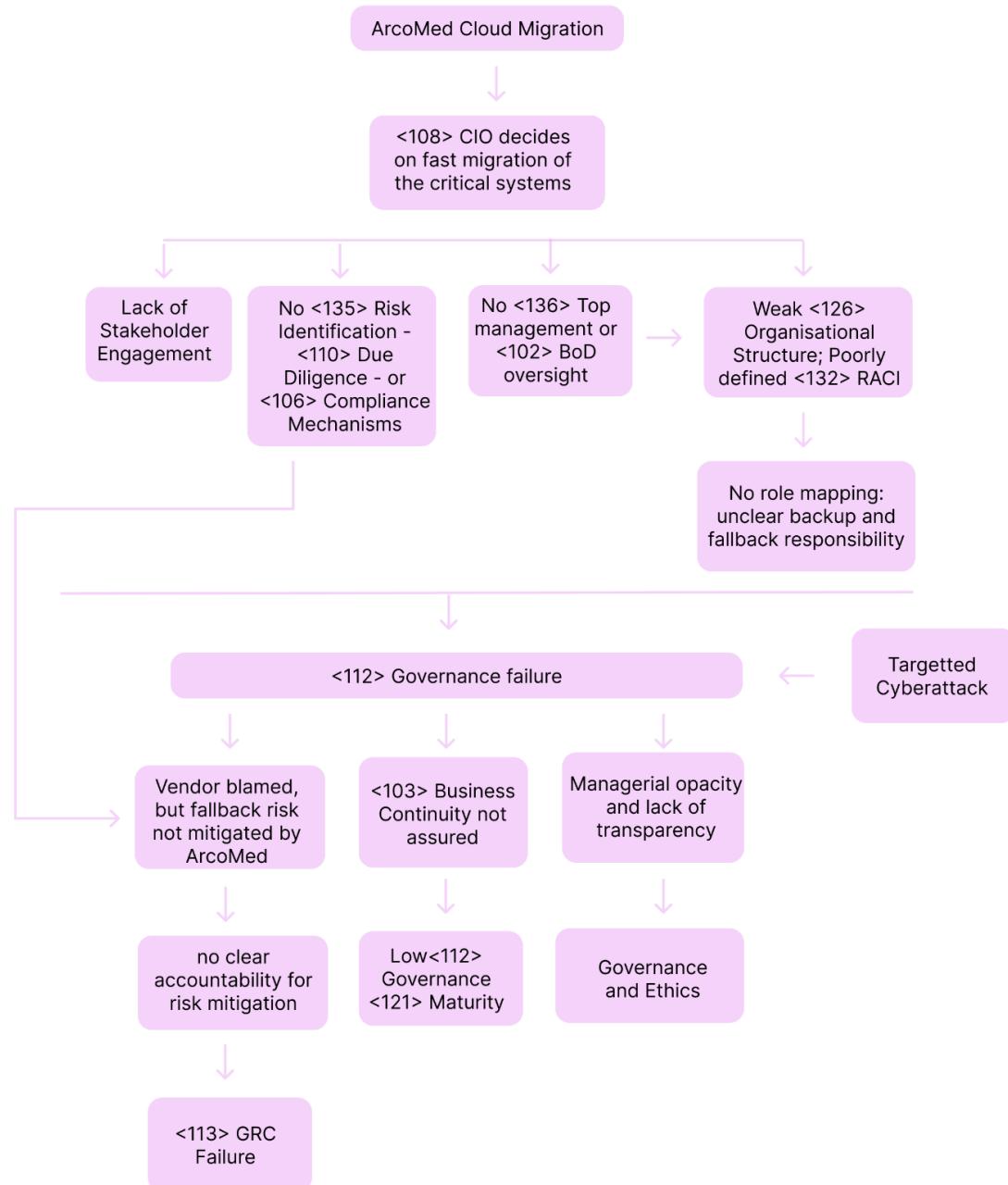
Q1.3 Create a concept map illustrating the story analysis, supporting your answers above.



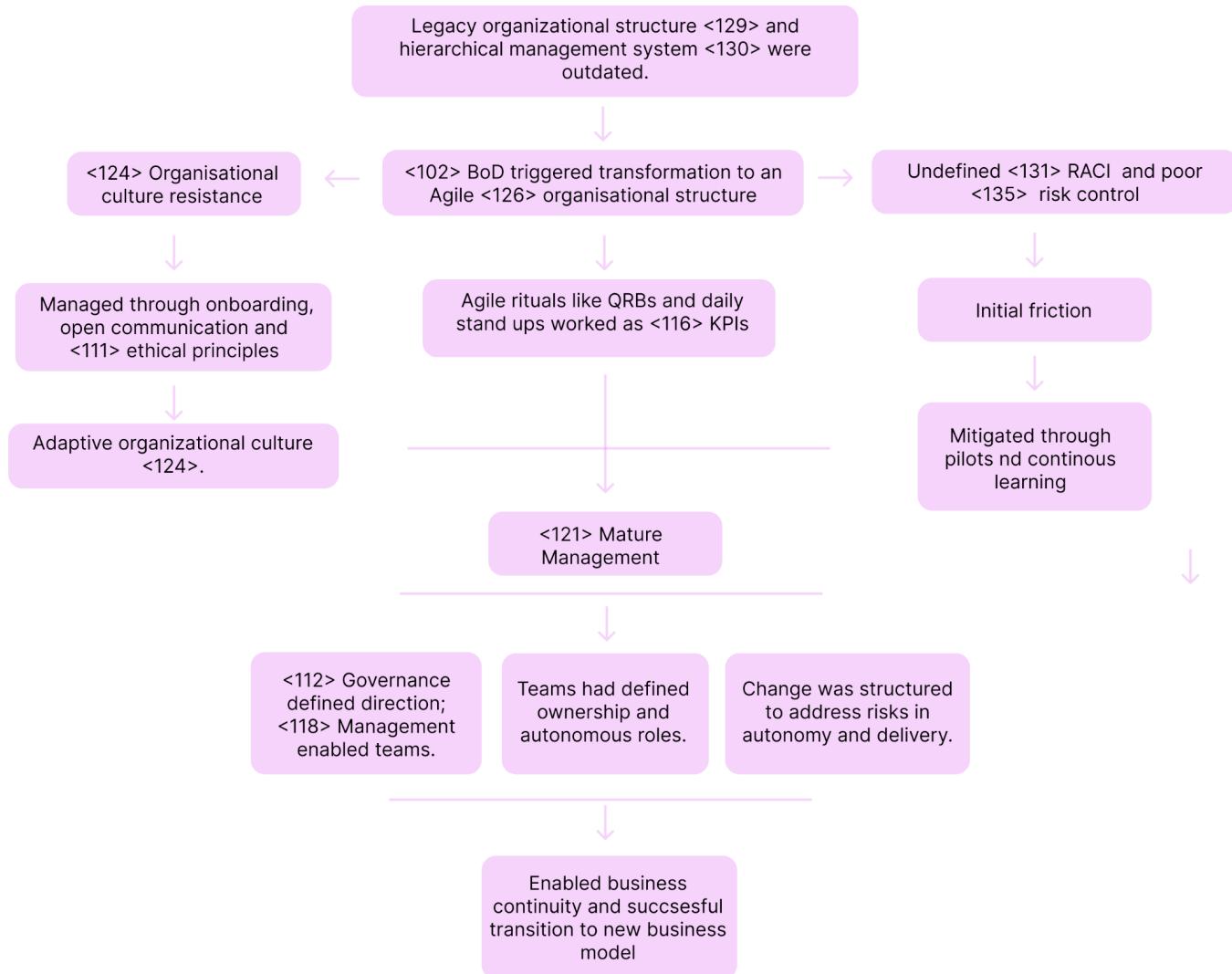
Q2.3 Create a concept map illustrating the case analysis, supporting your answers above.



Q1.3

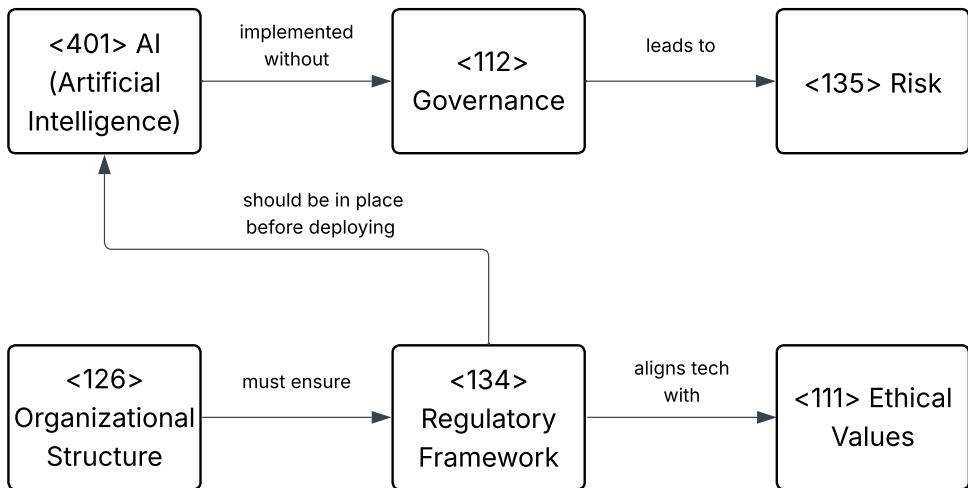


Q2.3



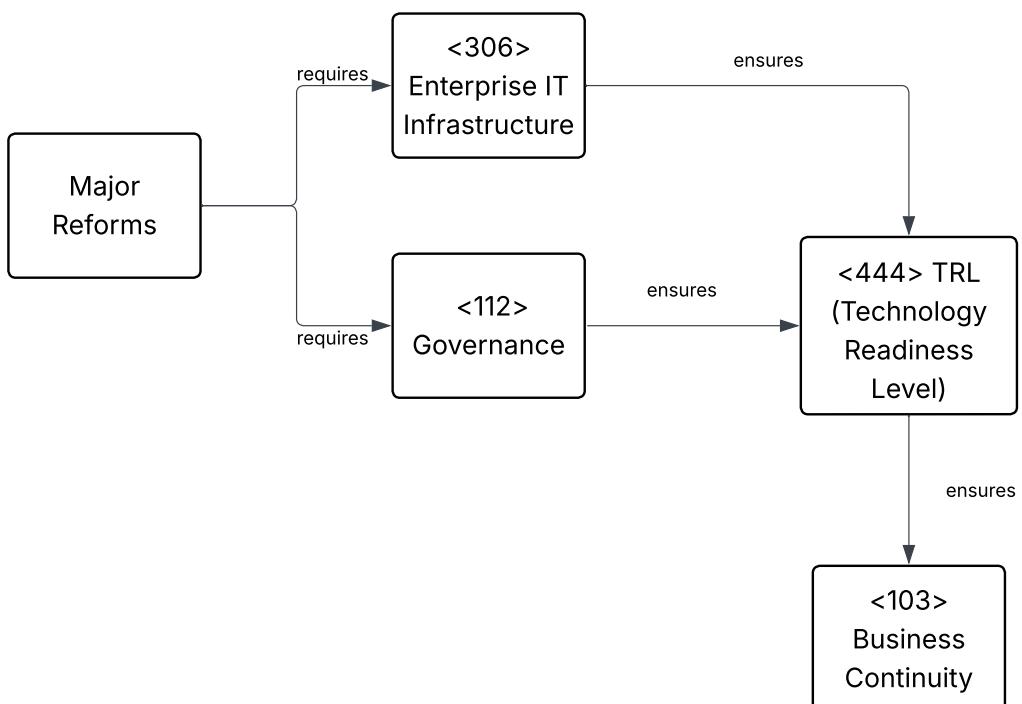
Q1.3 - AI adoption without governance risks ethical, legal, and reputational fallout

Glossary Coverage: <401>, <112>, <111>, <126>, <134>, <135>.



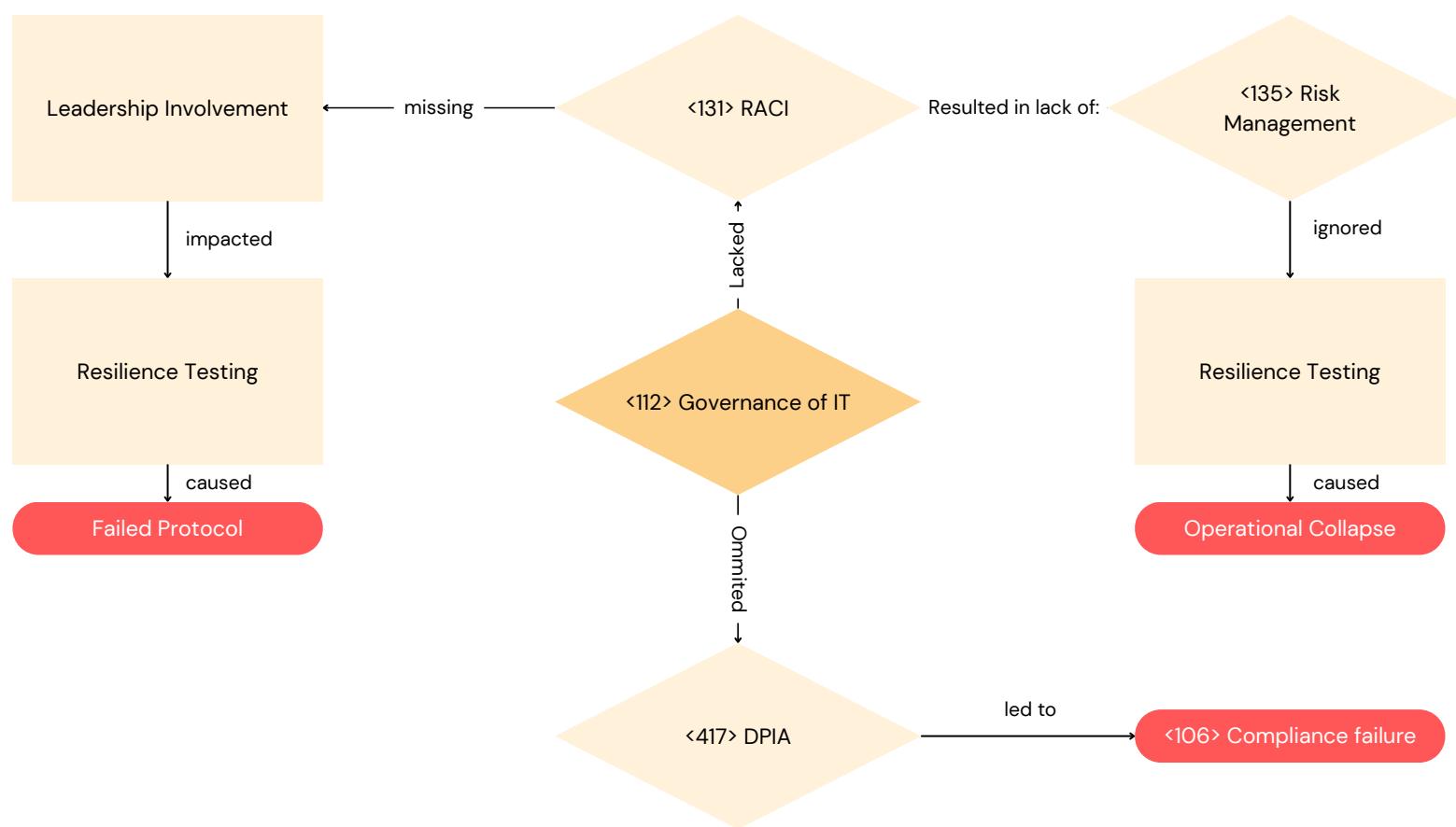
Q1.3 - Governance and infrastructure gaps disrupt digital transitions.

Glossary Coverage: <112>, <306>, <444>, <103>.

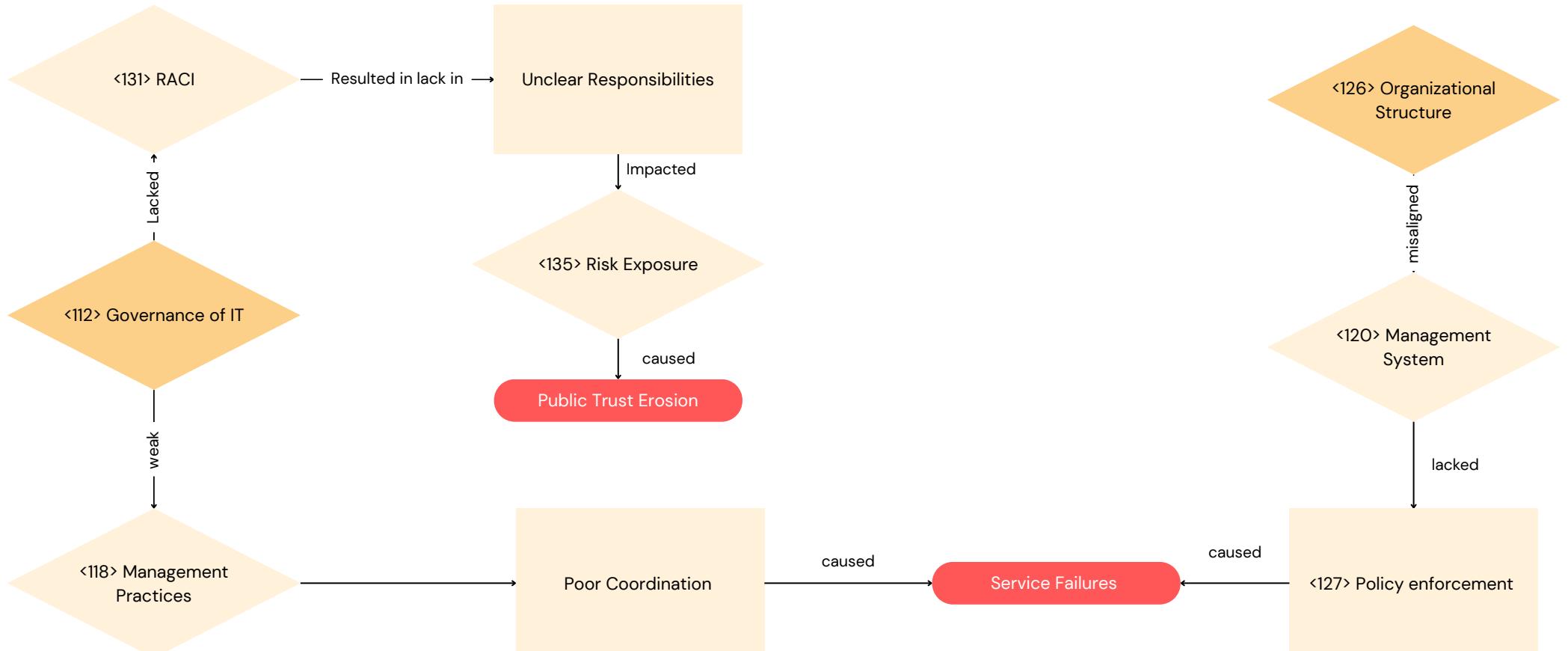


Theme: Organizations, Governance, and Management

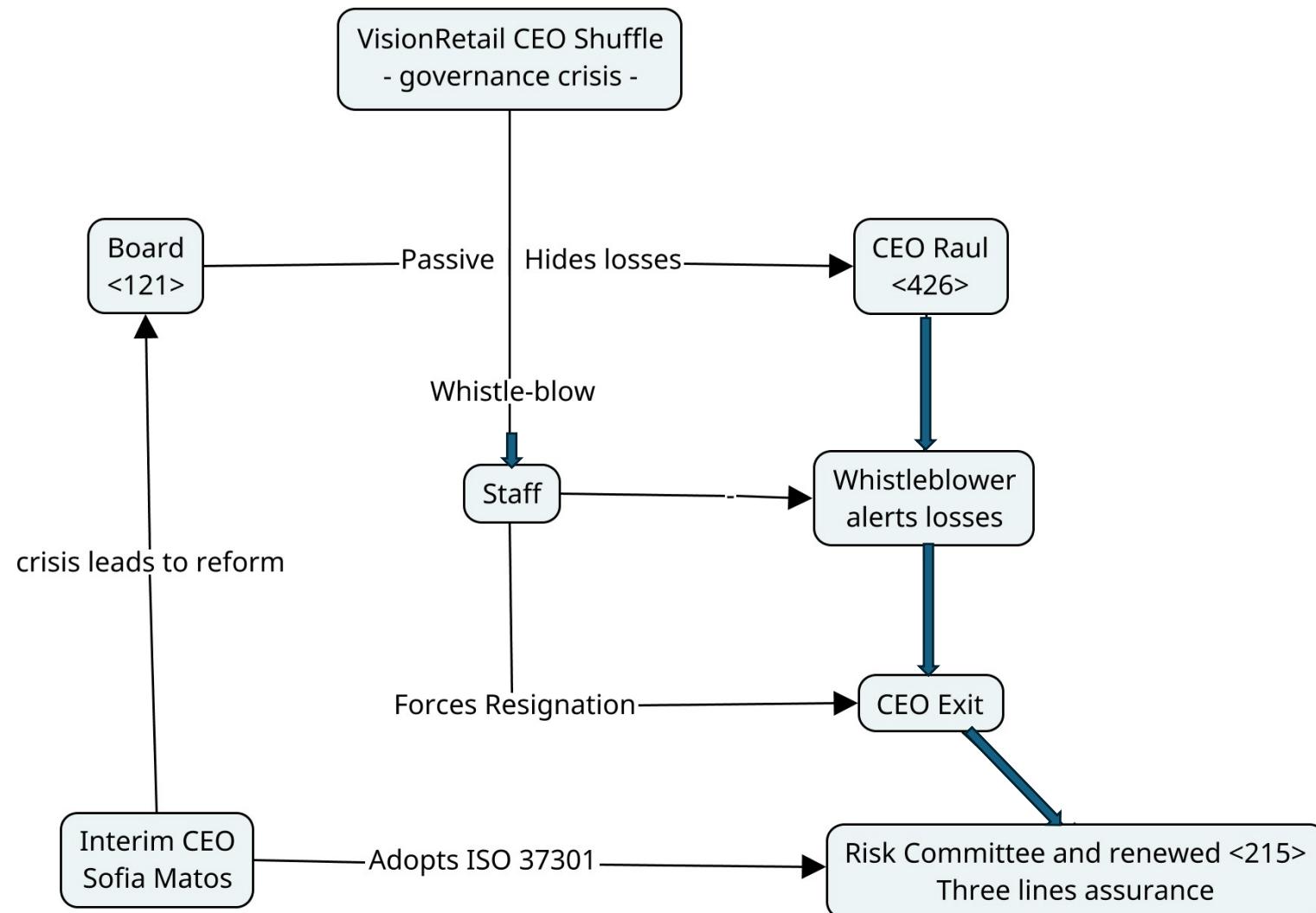
Q1.3:Relate to ArcoMed cloud migration



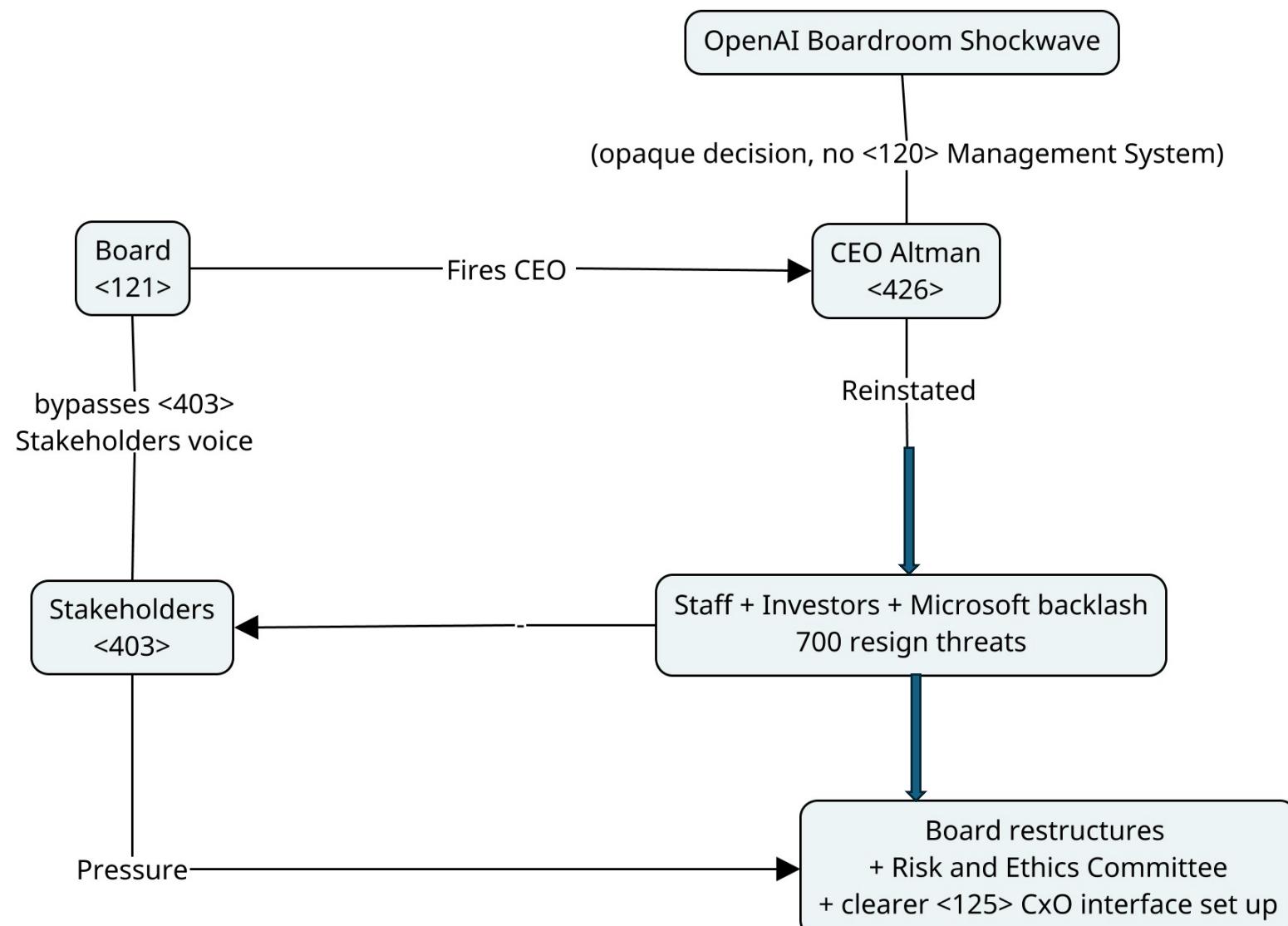
Q2.3:Relate to The SEF Migration Debacle



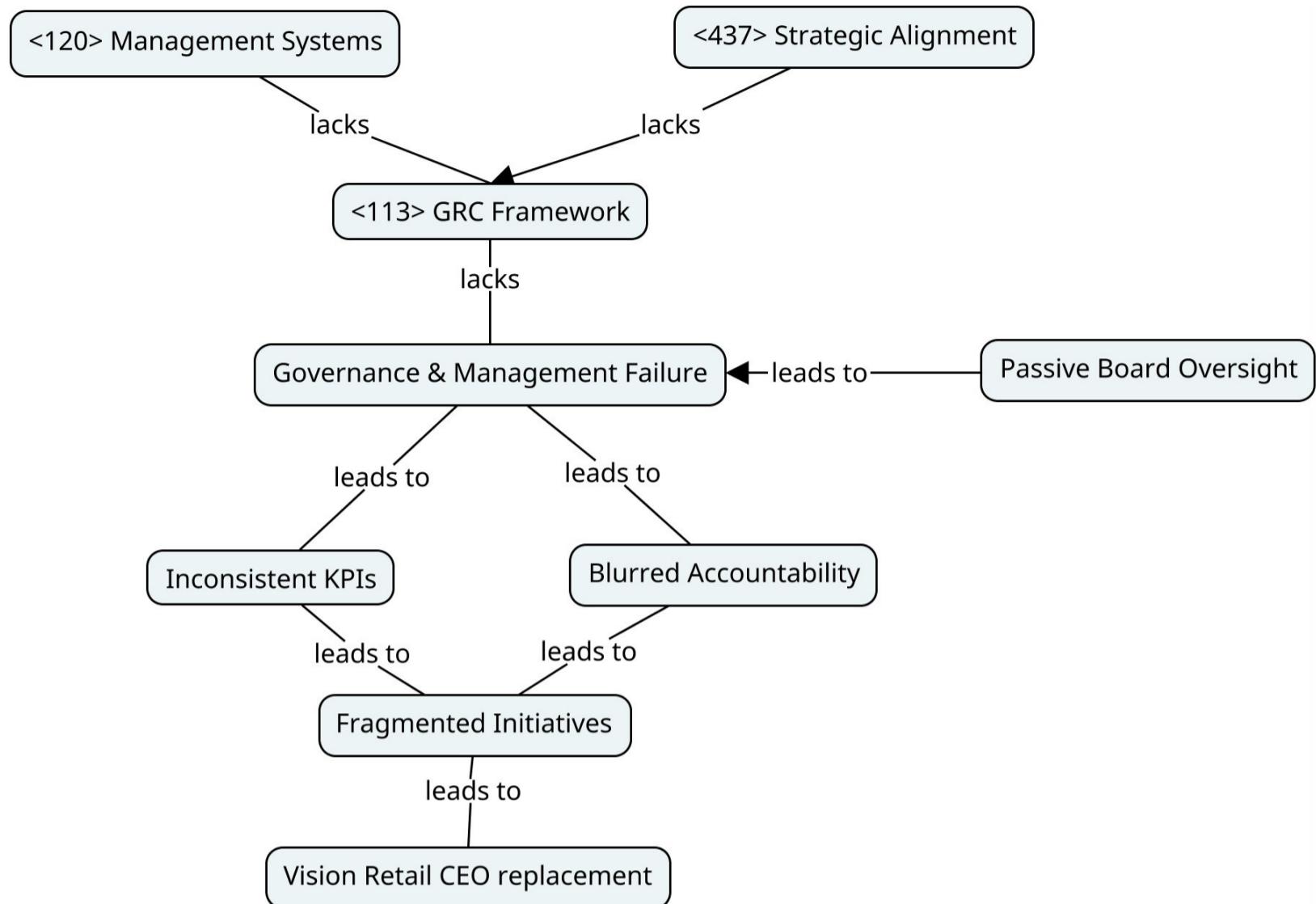
Q1.3 - Concept MAP



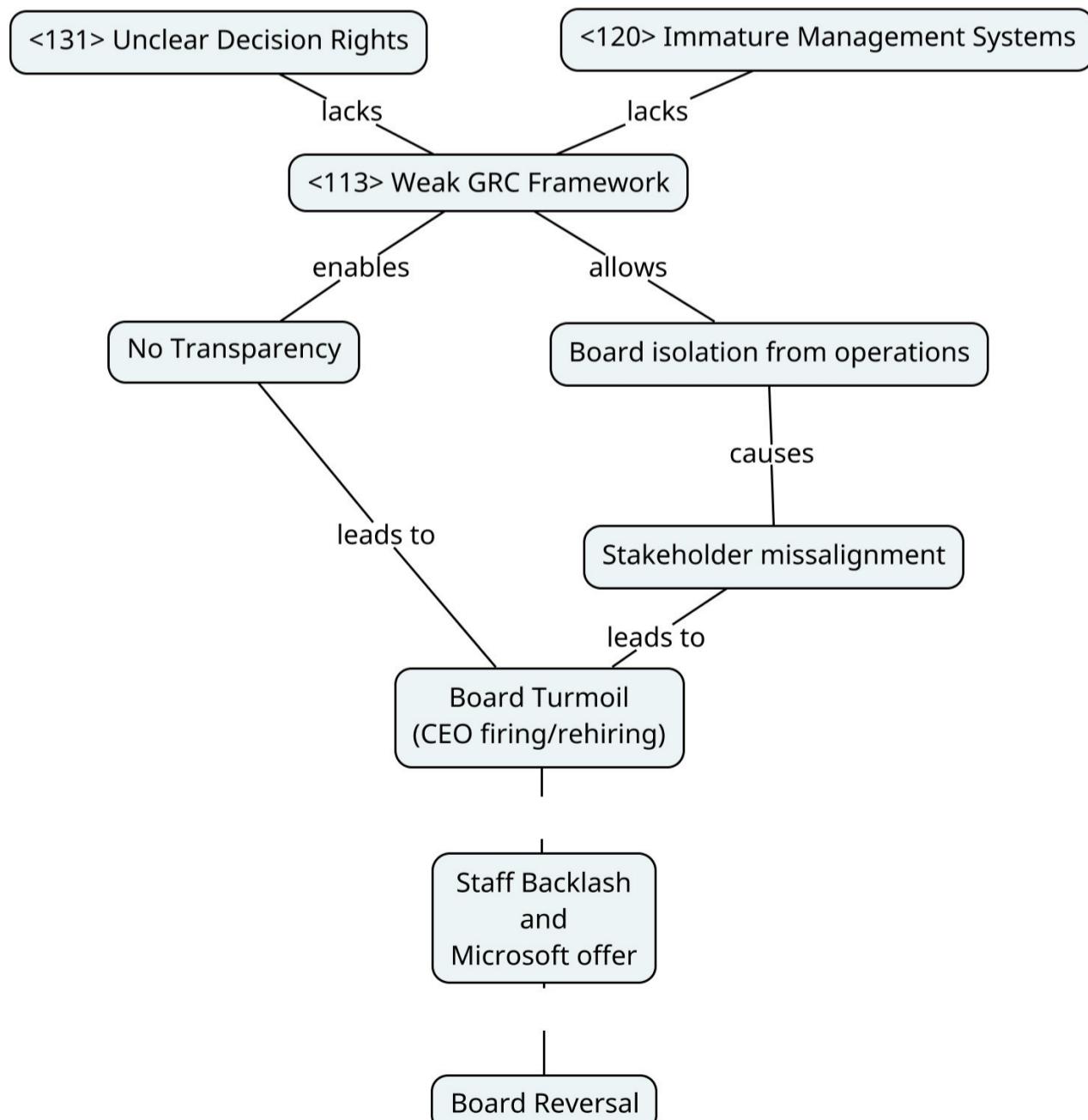
Q2.3 - Concept MAP



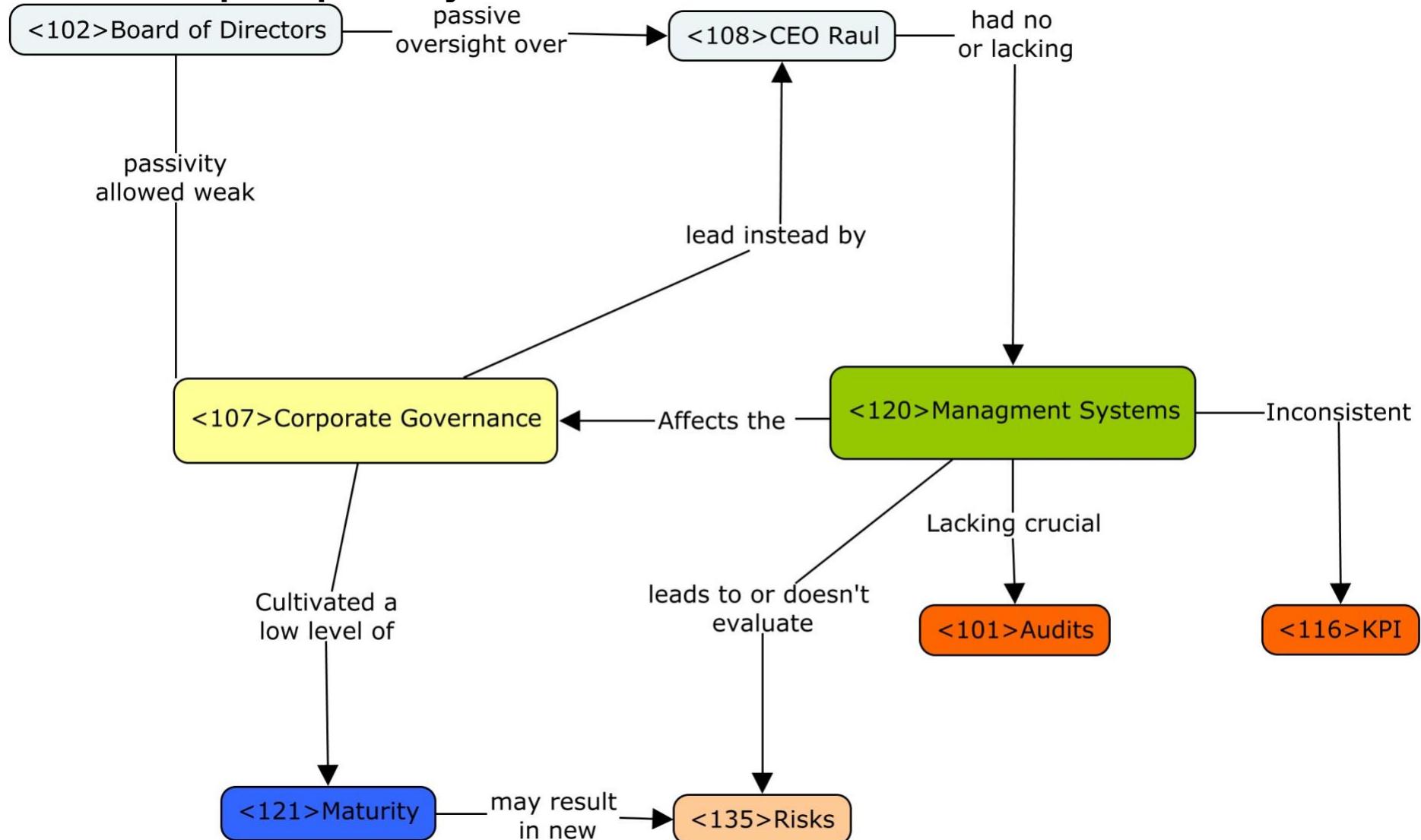
Q1.3



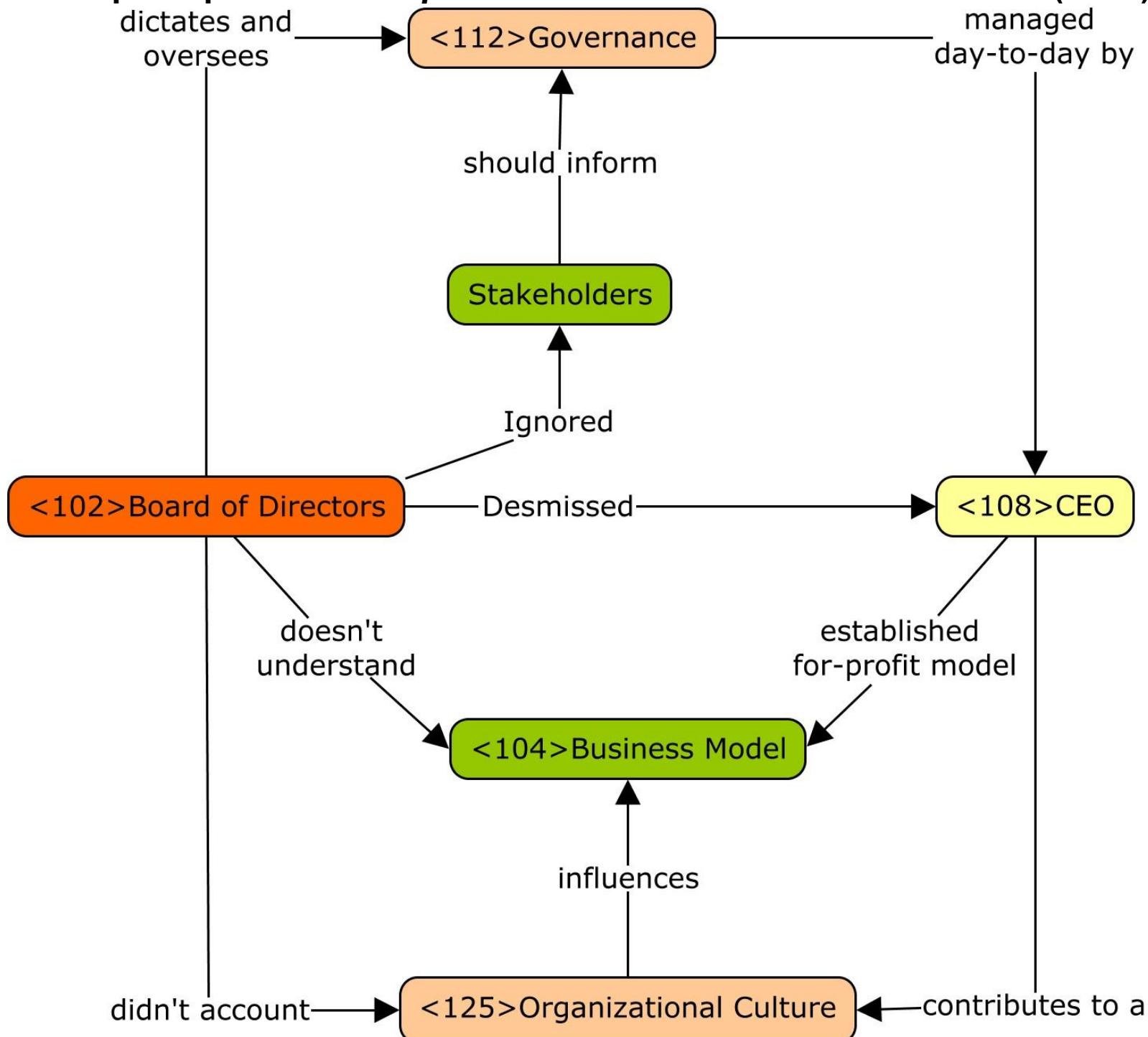
Q2.3



Q1.3. Concept map - Story: VisioRetail CEO Shuffle



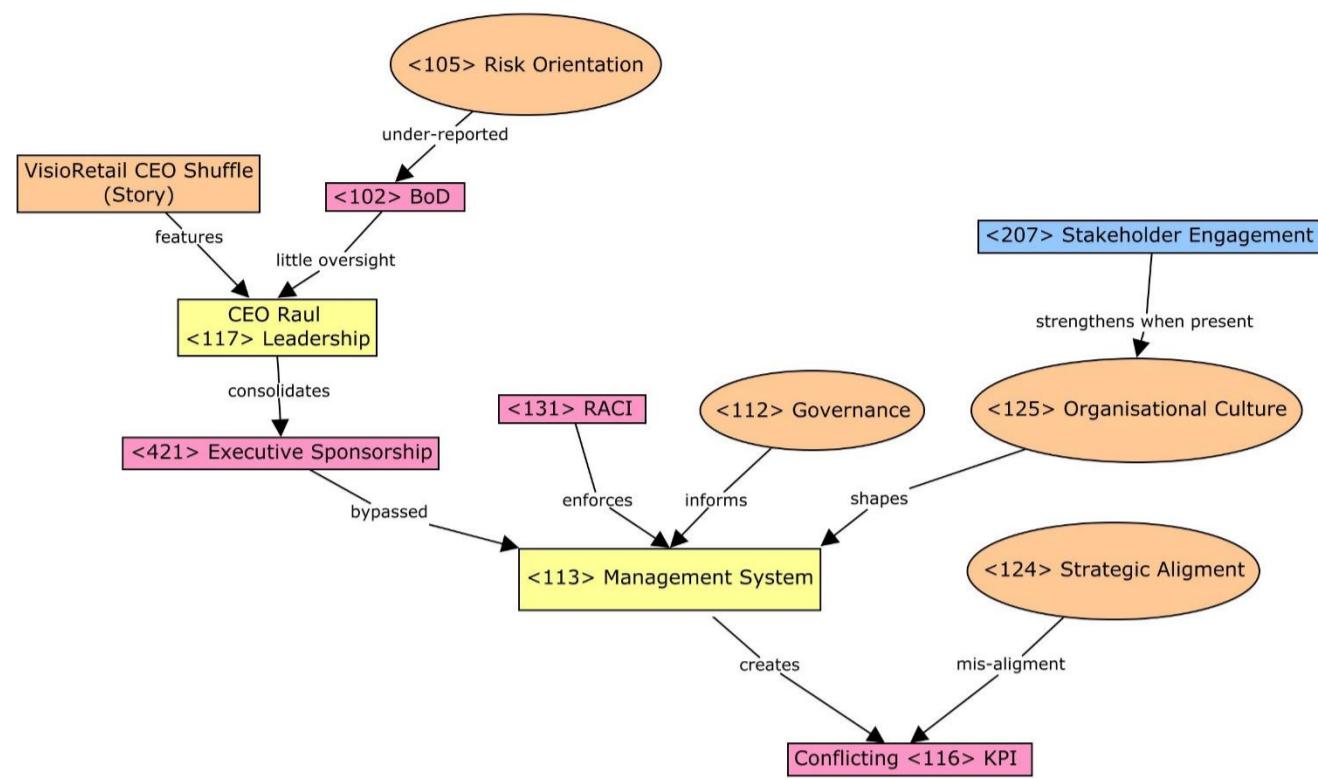
Q2.3. Concept map – Case 4: OpenAI and the Boardroom Shockwave (2023)



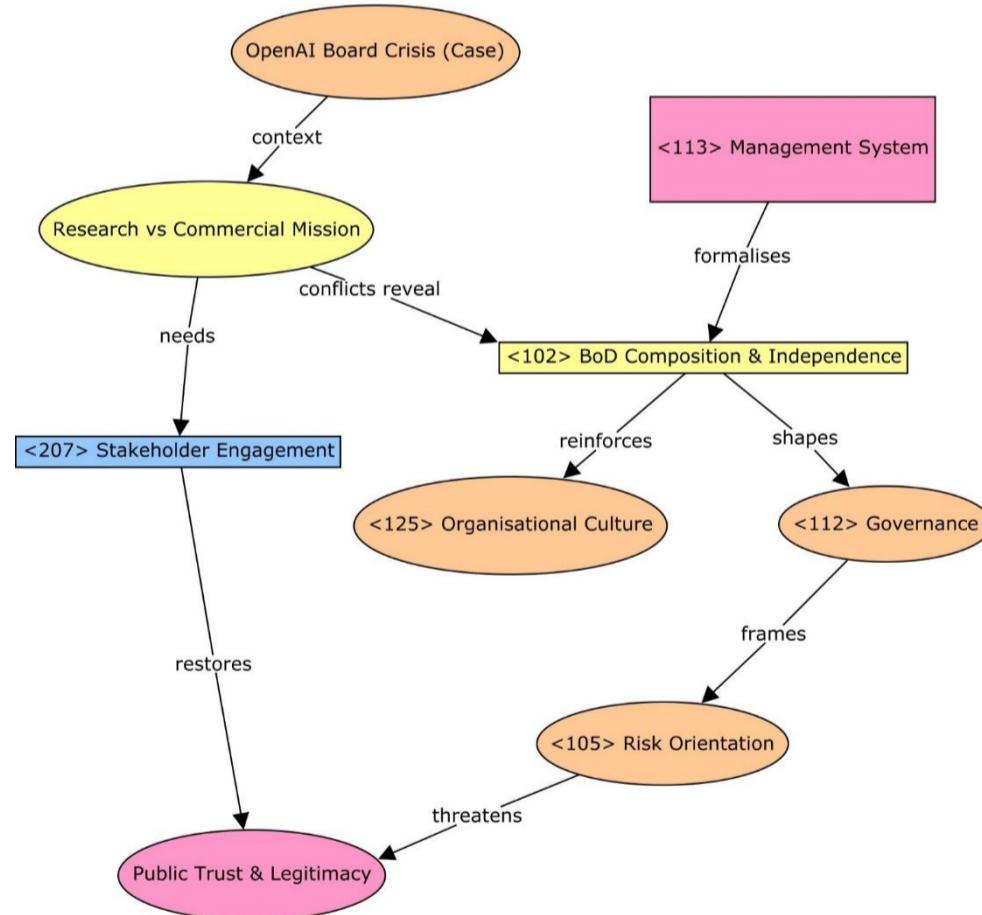
Name: Filipa Araújo

Number: 102878

Concept map for Q1.3 (Chosen story: “VisioRetail CEO Shuffle”)



Concept map for Q1.3 (Chosen case: OpenAI – “The Boardroom Shockwave”)



Concepts not present in the glossary:

1. Research vs Commercial Mission

Balancing open scientific inquiry with profit-driven product development—two goals that can pull an organization in different directions.

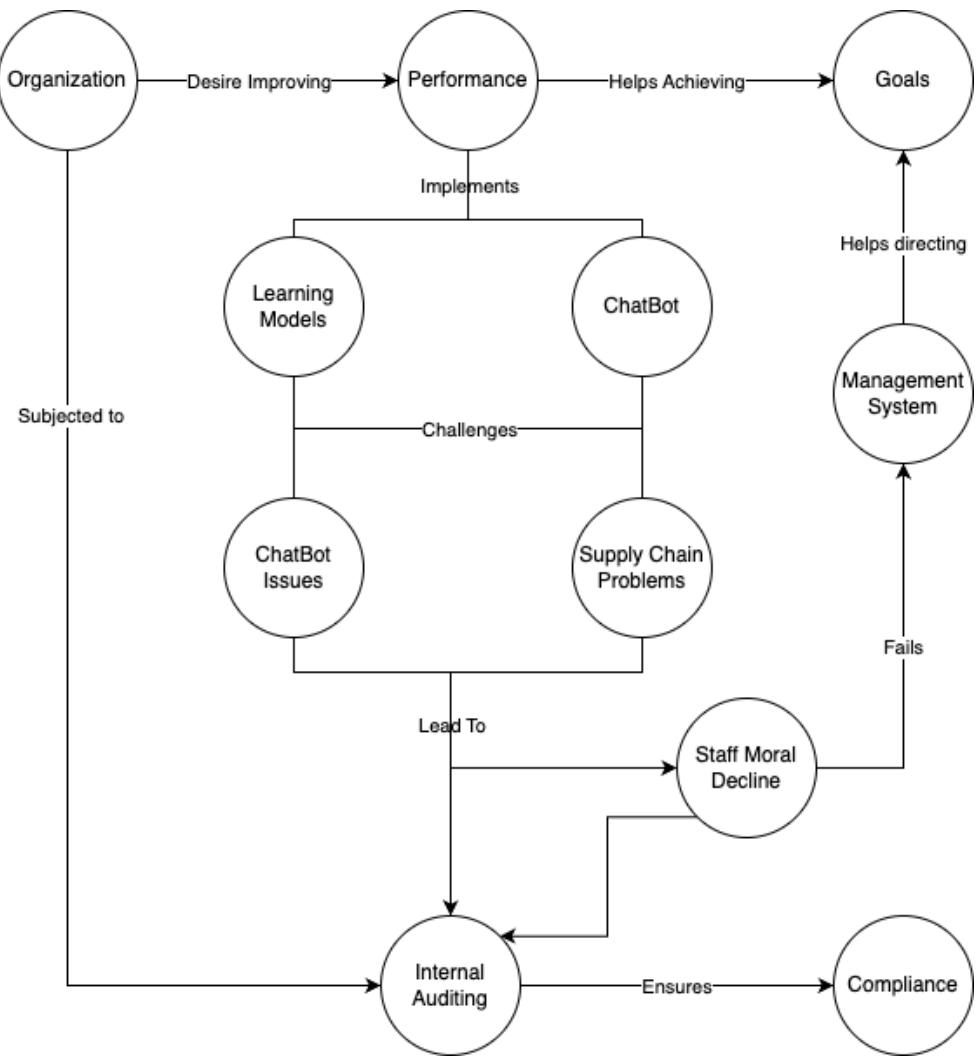
2. BoD Composition & Independence

The board's mix of skills and the share of non-executive (independent) directors, ensuring unbiased oversight.

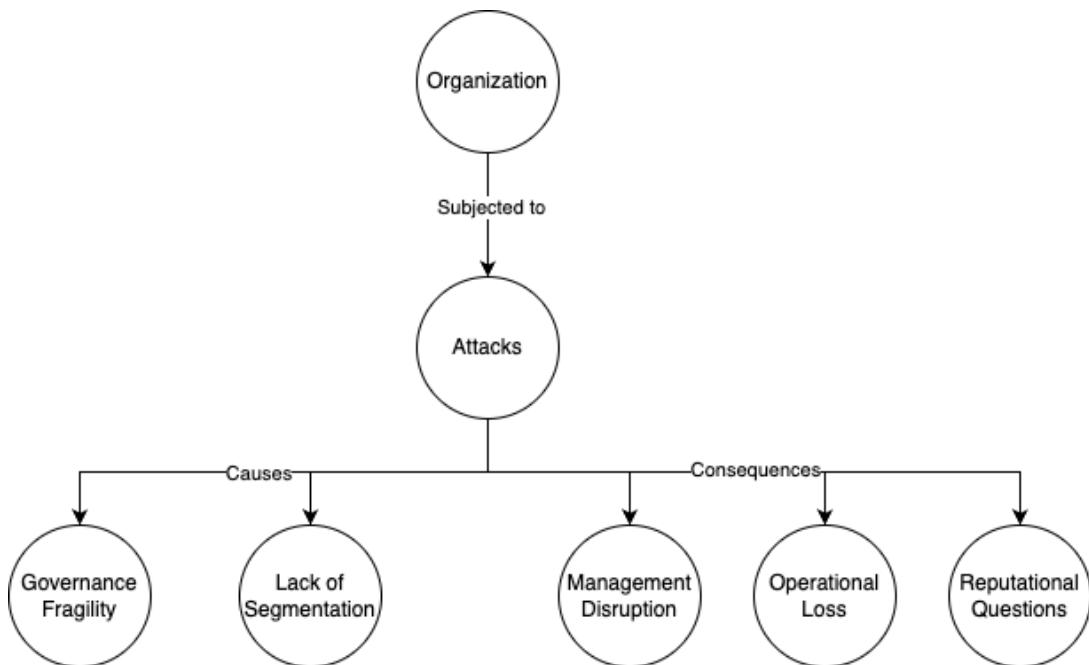
3. Public Trust & Legitimacy

External confidence in an organization's integrity and alignment between its stated purpose and actual behavior.

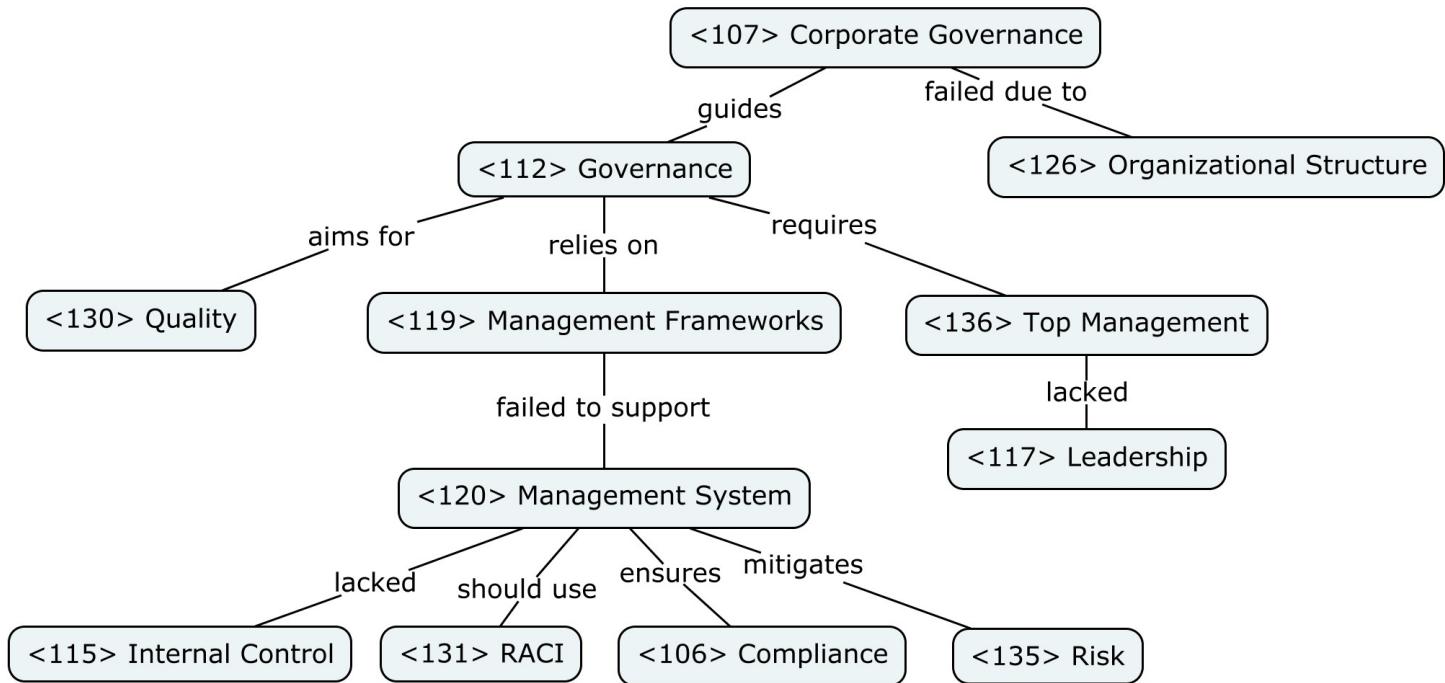
Q1.3 – Concept Map



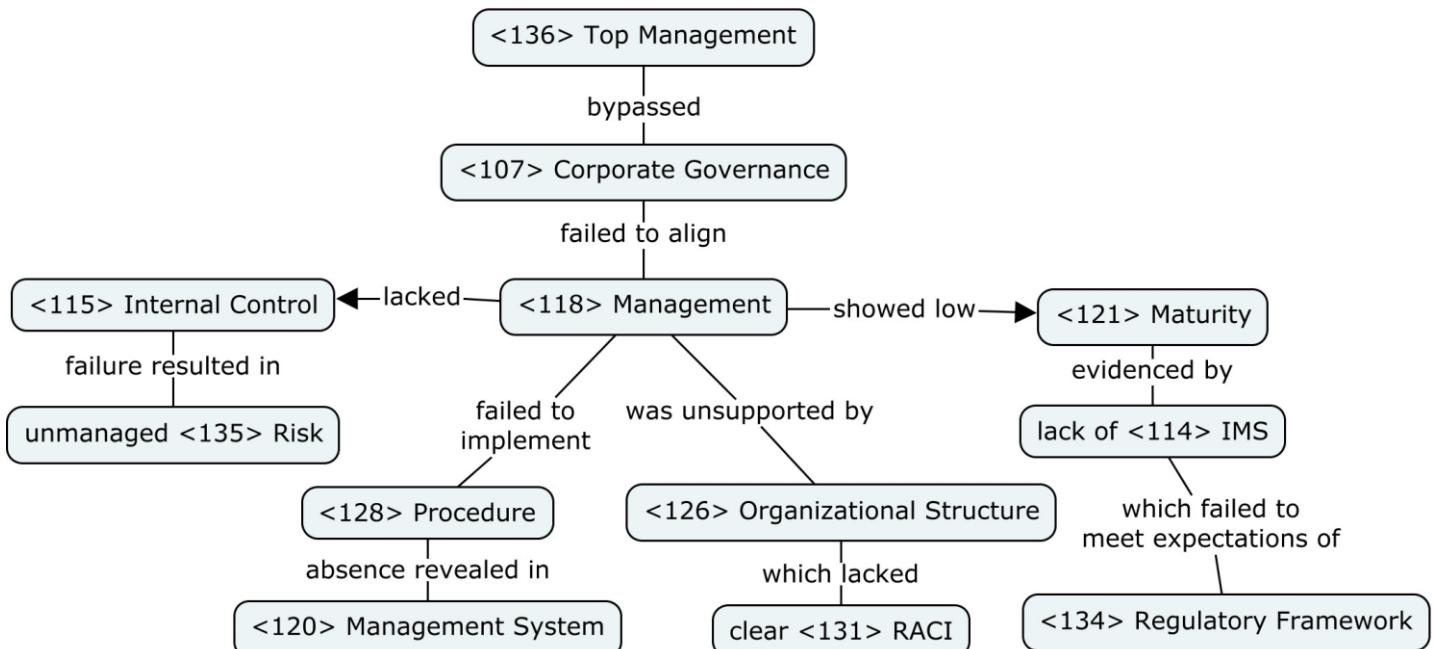
Q2.3 – Concept Map

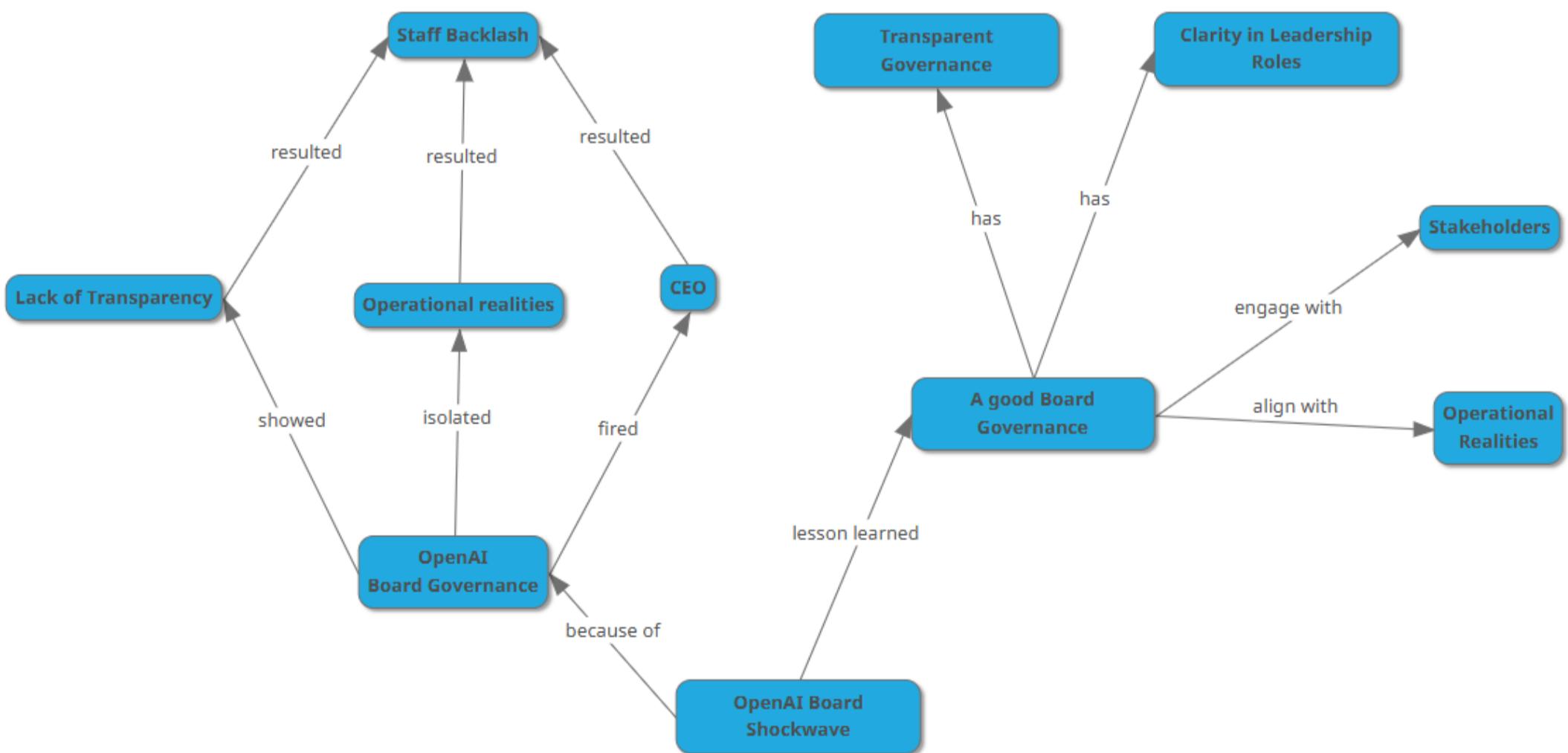
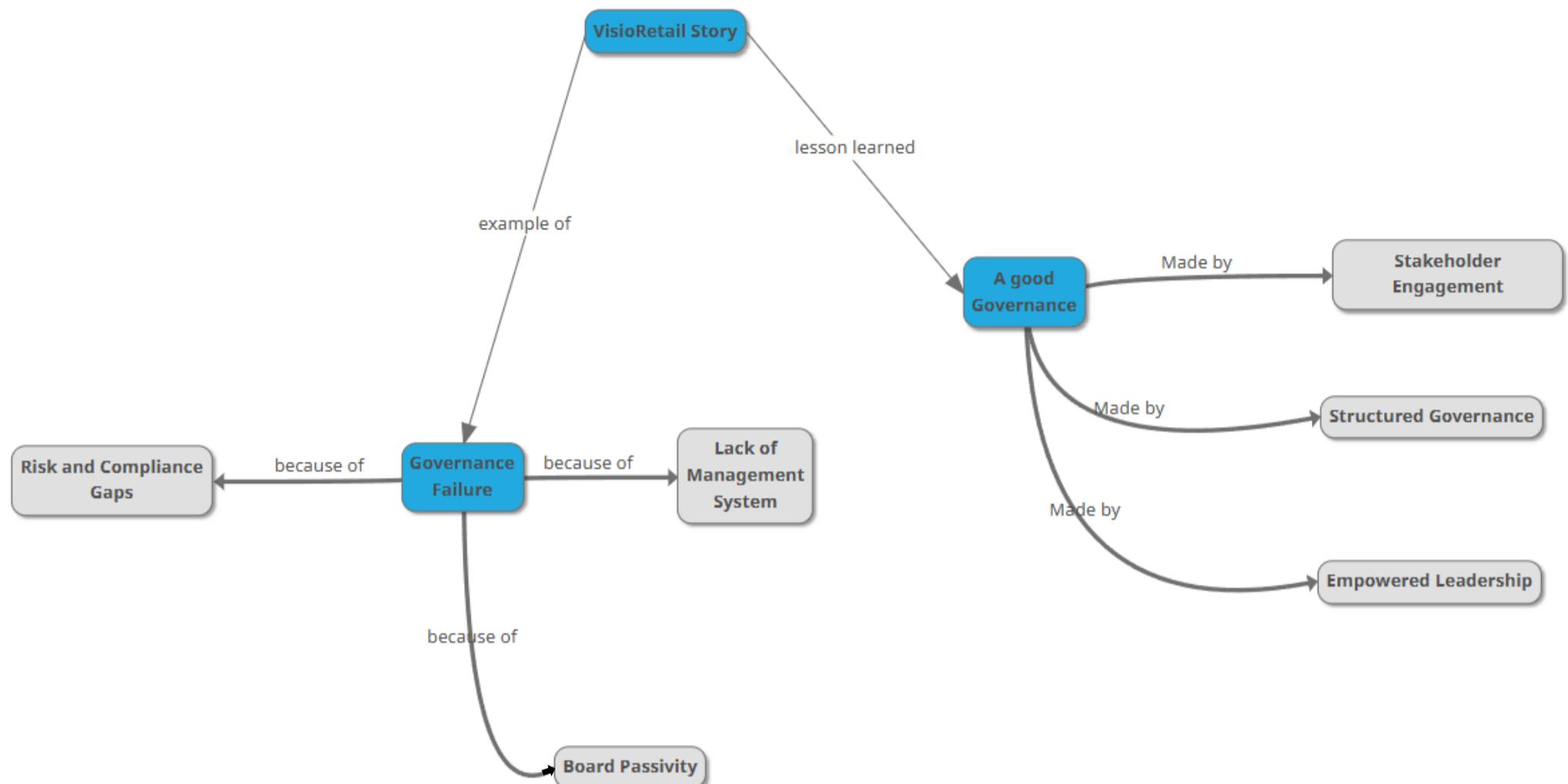


Q1.3

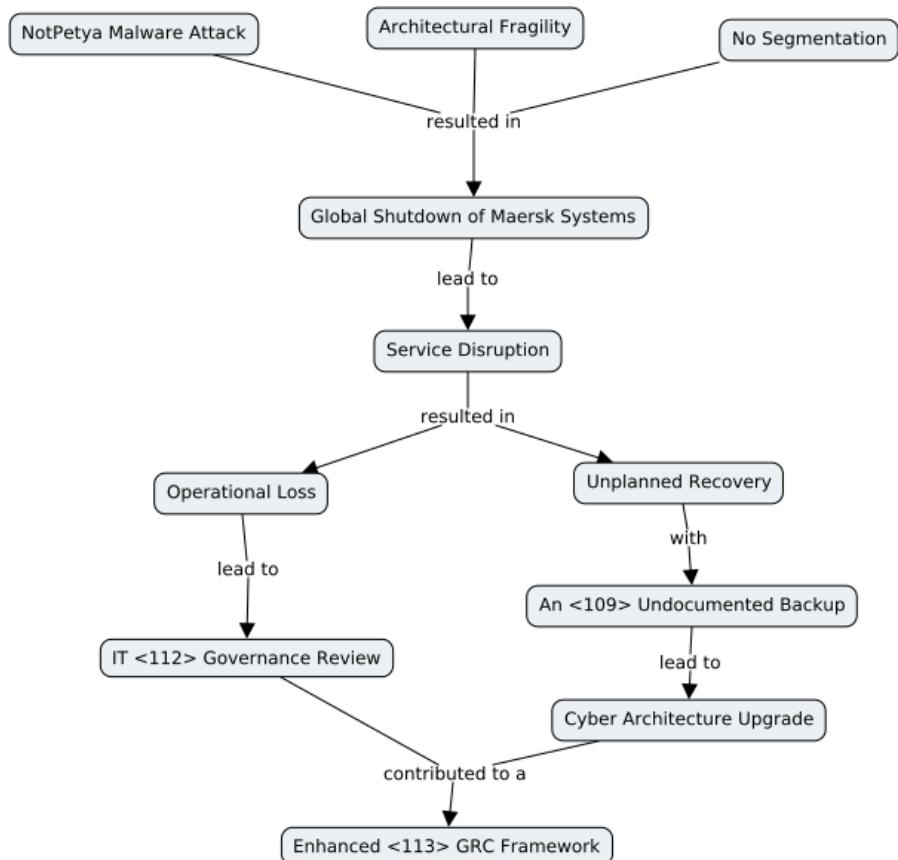
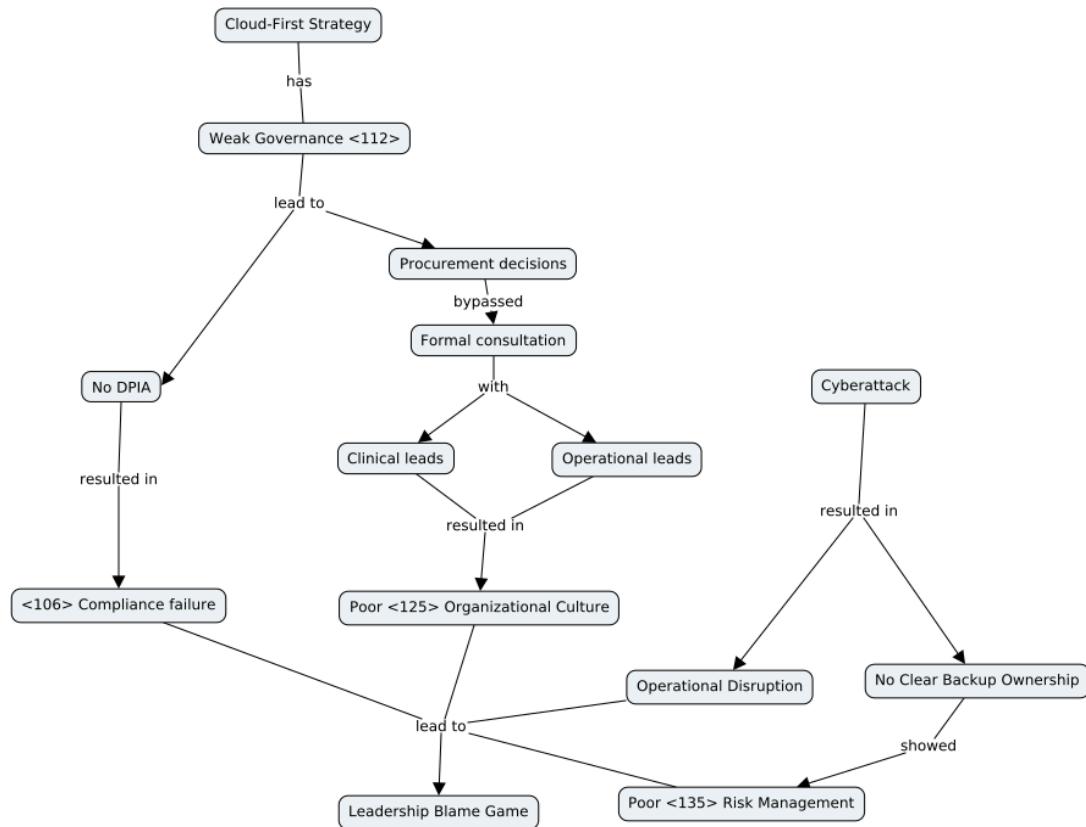


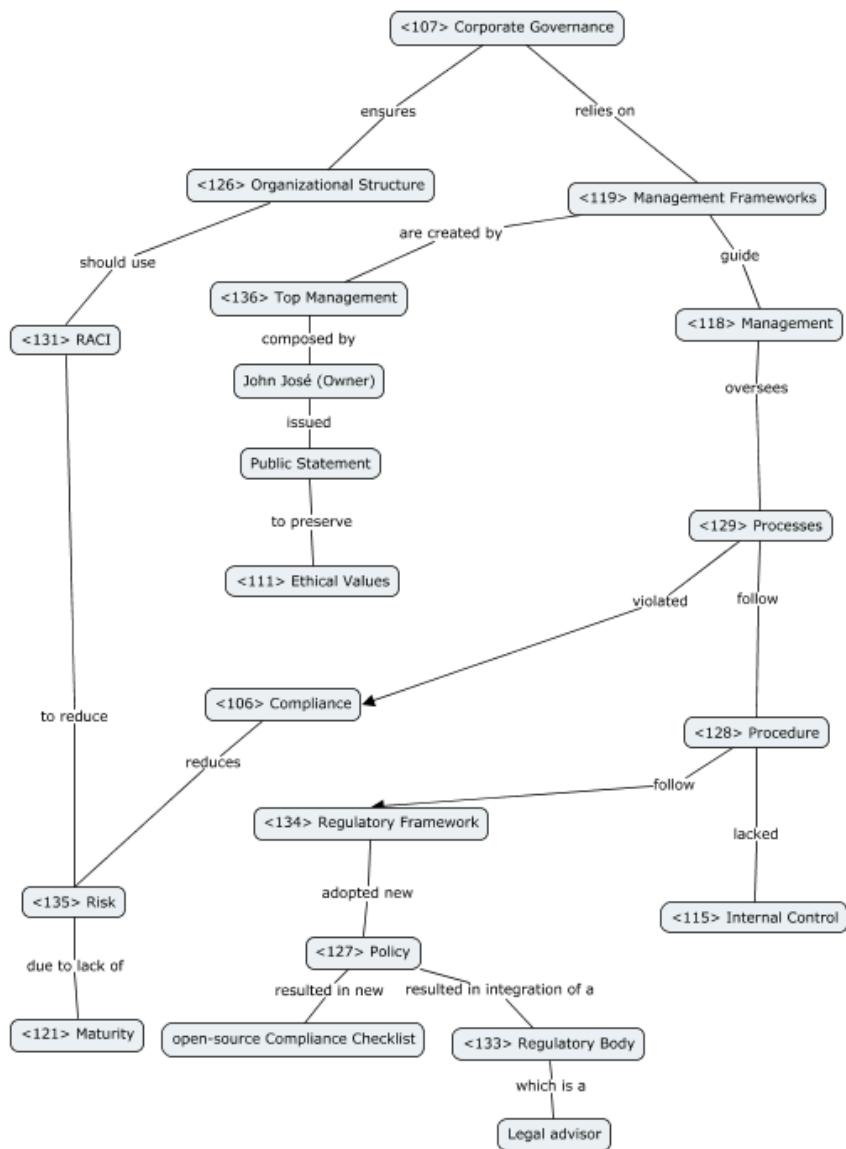
Q2.3



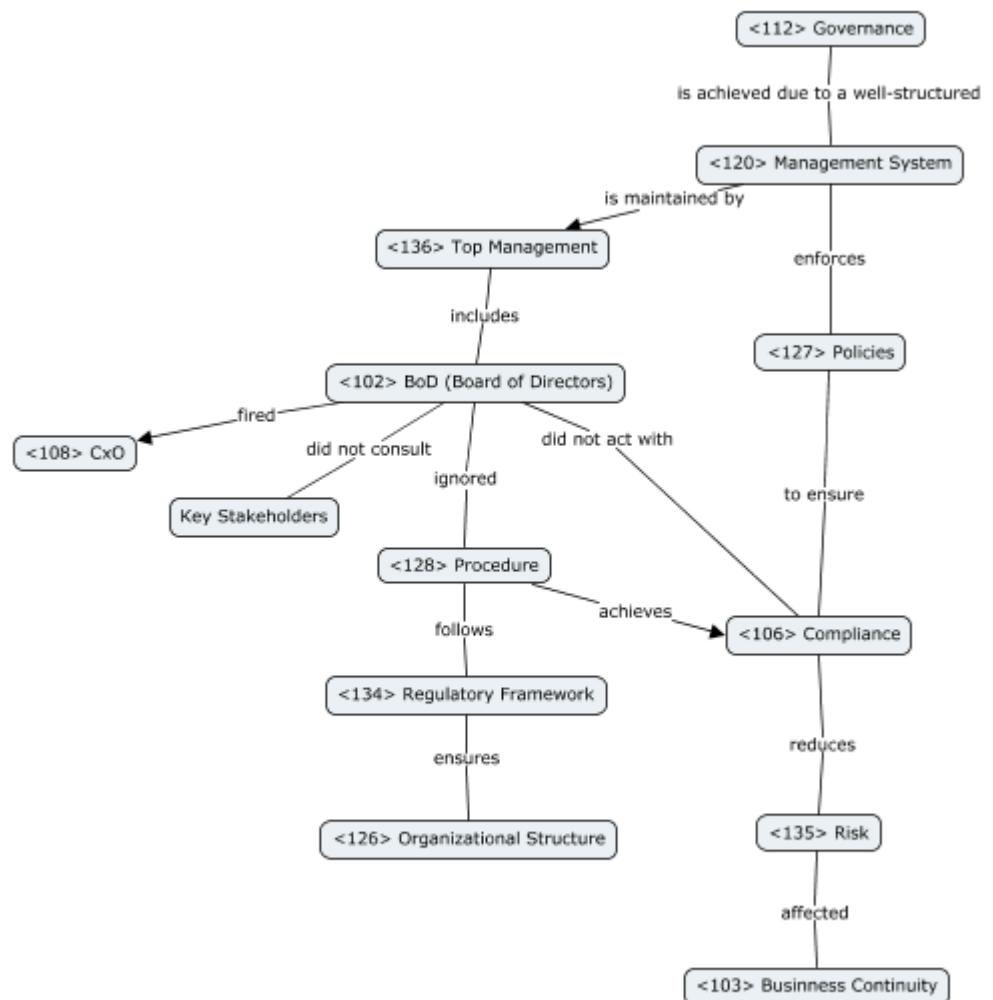


102948 - Alexandre Duarte





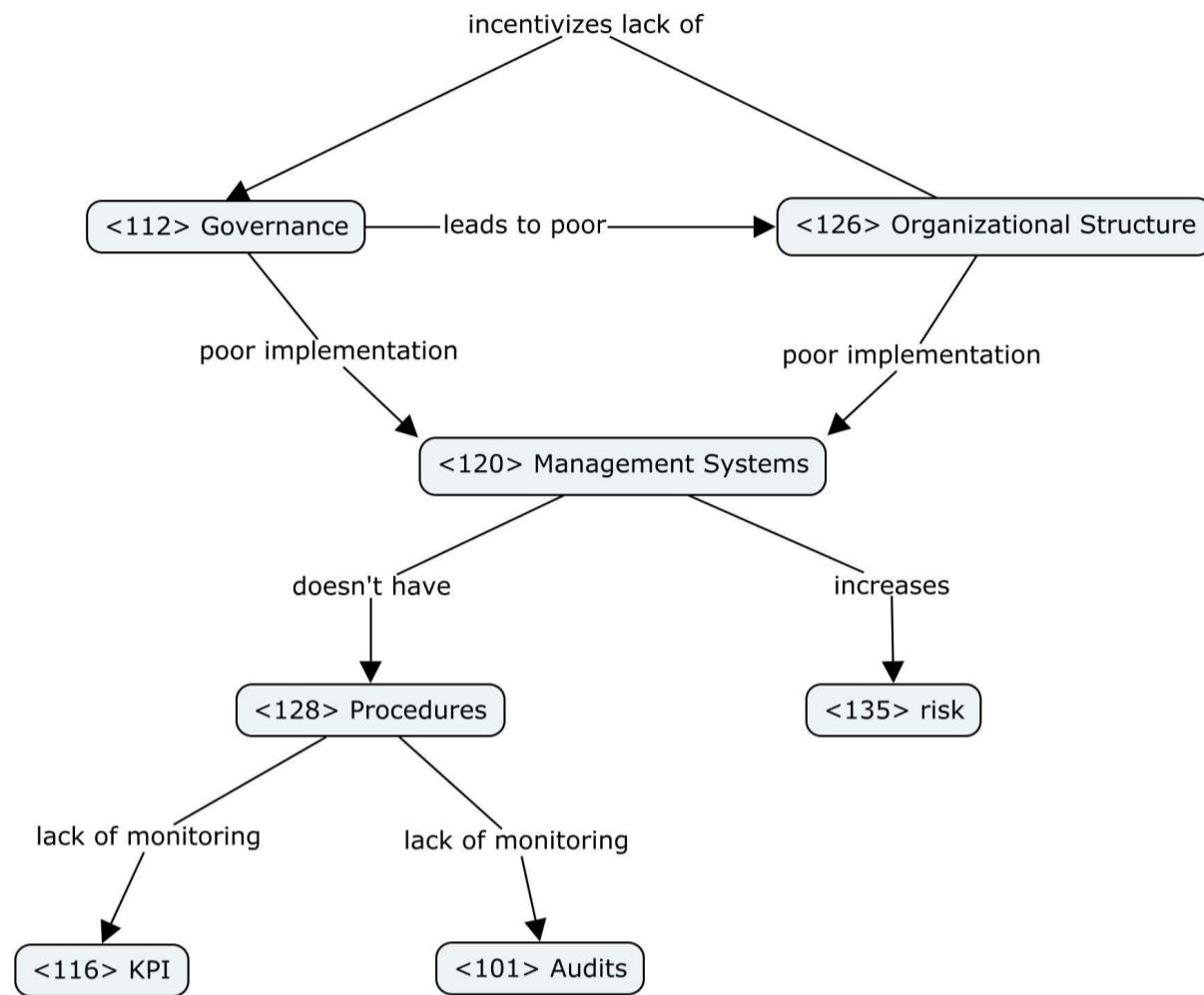
Q1.3



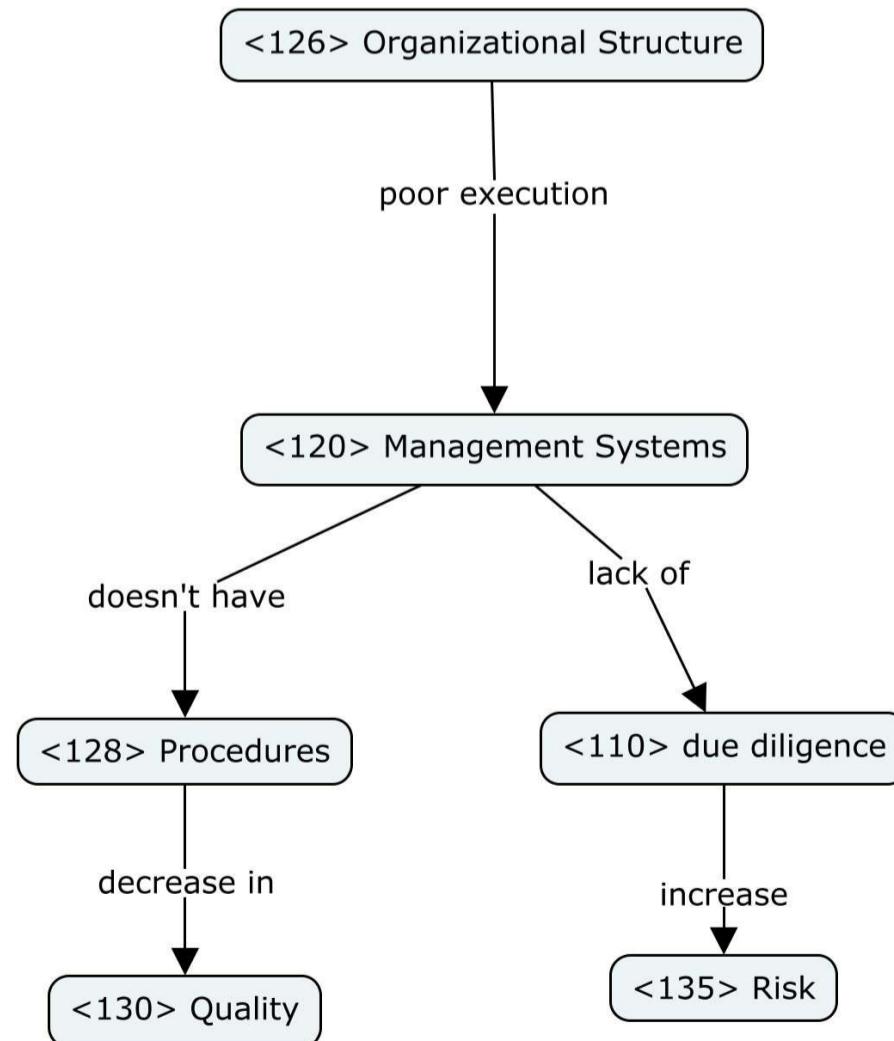
Q2.3

Key Stakeholders: Stakeholders are individuals or groups who have an interest in or are affected by the actions, decisions, and performance of an organization. They can influence or be influenced by company outcomes, both internally and externally. Some examples are: company employees, big investors, business partners (like Microsoft).

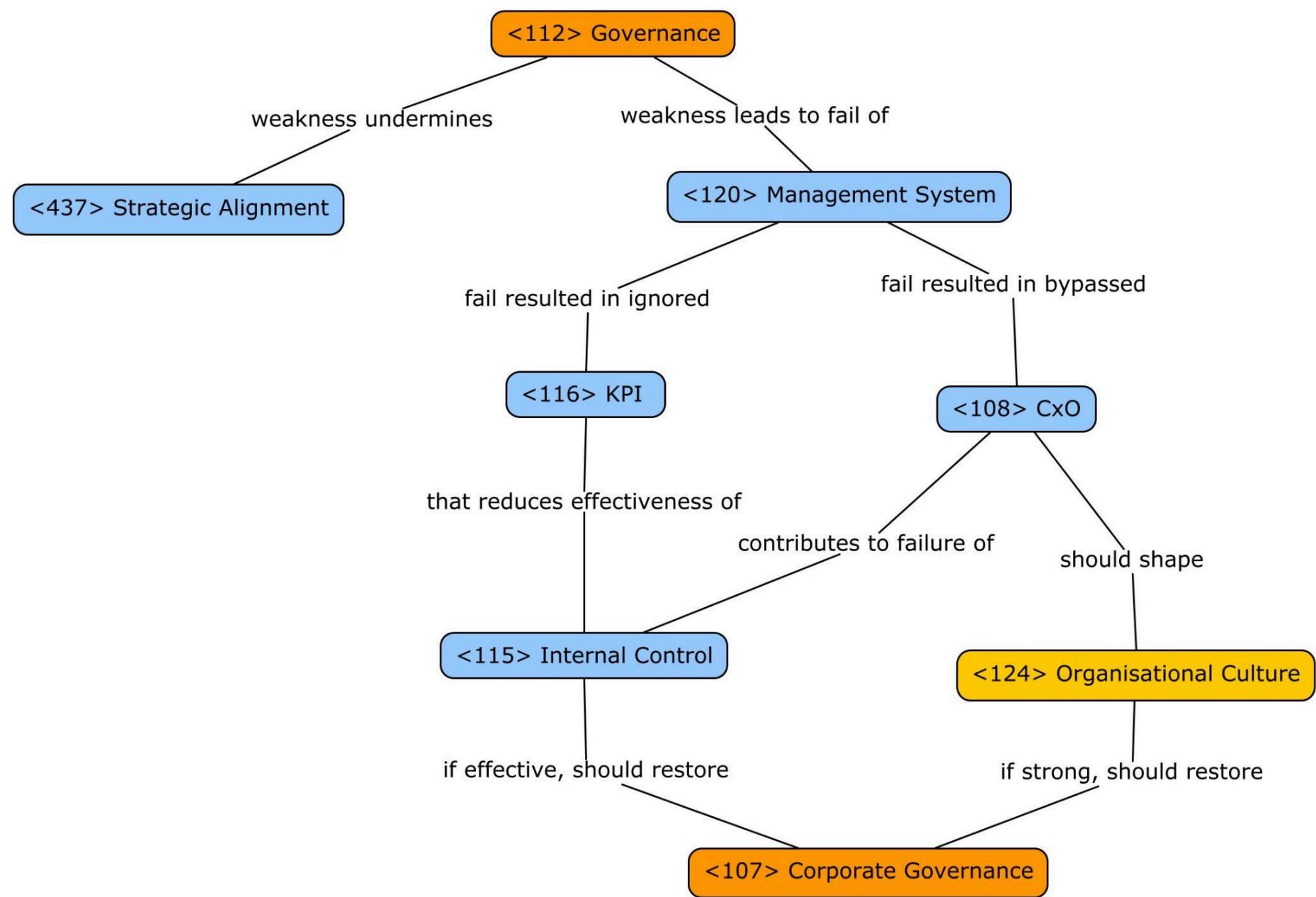
Q1.3



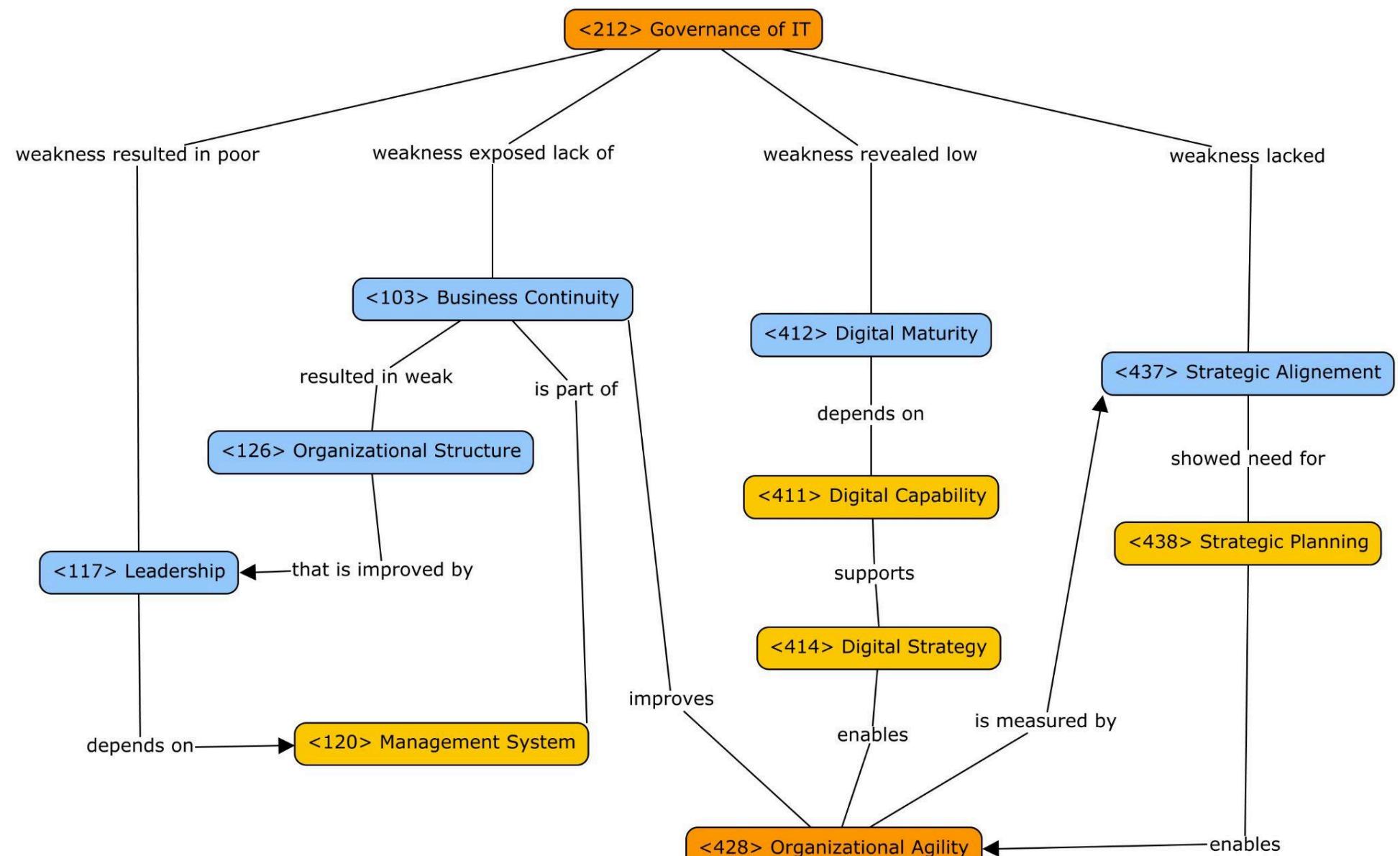
Q2.3



Q1.3



Q2.3



Analysis for Theme 1: Organizations, Governance, and Management

Q1 - Story Analysis: VisioRetail CEO Shuffle

Q1.1 - How is the story related to the theme? (393 characters)

This story exemplifies core organizational governance failures: weak board oversight, opaque decision-making, and management system breakdown. The previous CEO (Raul) maintained centralized control through a "strategy cell" structure that bypassed normal governance channels, while the passive board focused only on growth metrics. This reflects how [Governance and Organizational Culture](#) can deteriorate when power becomes concentrated without proper checks and balances.

Q1.2 - What lessons can be drawn from the story? (399 characters)

A key lesson is that neglecting [Management System](#) foundations creates governance blind spots - VisioRetail lacked consistent KPIs, updated risk registers, and clear accountability structures. Another lesson is that board passivity enables executive overreach, as shown by their failure to exercise proper oversight of the CEO. Third, rebuilding governance after a crisis requires structural reform of both processes and cultural norms, not just leadership changes.

Q1.3 - Concept Map

[A concept map would be created on an A3 page showing relationships between:

[Management System](#) (center): connected to "Board Oversight" and "Executive Accountability"

[Governance and Organizational Culture](#): showing how cultural values influenced governance practices

[Risk Orientation](#): connected to "outdated risk registers" and "absence of audit trail"

[Missing governance maturity](#) → Passive board oversight

CEO actions → bypassed [Management System](#) → created governance blind spots

Lack of [proper culture](#) → staff resignations (HR Director) → values drift

New interim CEO → implemented [Management System](#) formal structures → ISO 37301 framework

Board reaction: formal risk committee → restored oversight → management system review]

Q2 - Case Analysis: OpenAI and the Boardroom Shockwave

Q2.1 - How is the case related to the theme? (397 characters)

OpenAI's governance crisis exemplifies how organizational structure complexity (hybrid nonprofit/commercial) creates governance vulnerabilities. The board's abrupt firing of CEO Sam Altman without stakeholder consultation revealed severe misalignment between formal governance powers and organizational reality. This demonstrates how [Governance of Organizations](#) can break down when decision-making bodies become detached from both operational contexts and stakeholder expectations.

Q2.2 - What lessons can be drawn from the case? (399 characters)

A critical lesson is that governance effectiveness depends on [Stakeholder Engagement](#), as the board's isolation from employees and partners created an unsustainable decision. Another lesson is that [Strategic Alignment](#) between governance bodies and organizational mission

is essential - the board's focus on safety concerns didn't account for how execution would impact the broader organization. Third, hybrid structures require explicit governance frameworks that clarify roles and decision rights.

Q2.3 – Concept Map

[A concept map would be created on an A3 page showing relationships between:

<121> Governance of Organizations (center): showing board's formal authority vs. practical constraints
<207> Stakeholder Engagement: connected to "Microsoft partnership", "employee leverage", and "public perception"
<124> Strategic Alignment: showing the tension between safety mission and commercial operations
<219> Governance and Organizational Culture: illustrating how cultural expectations clashed with formal decision rights
Board isolation → missing <207> → organizational revolt
Hybrid structure → governance complexity → unclear <121> boundaries
<124> misalignment → crisis → governance restructuring
Stakeholder power → forced board reconfiguration → new governance model]

Q3 – Seminar Discussion Prompt

Q3.1 – Discussion question related to the theme (100 characters)

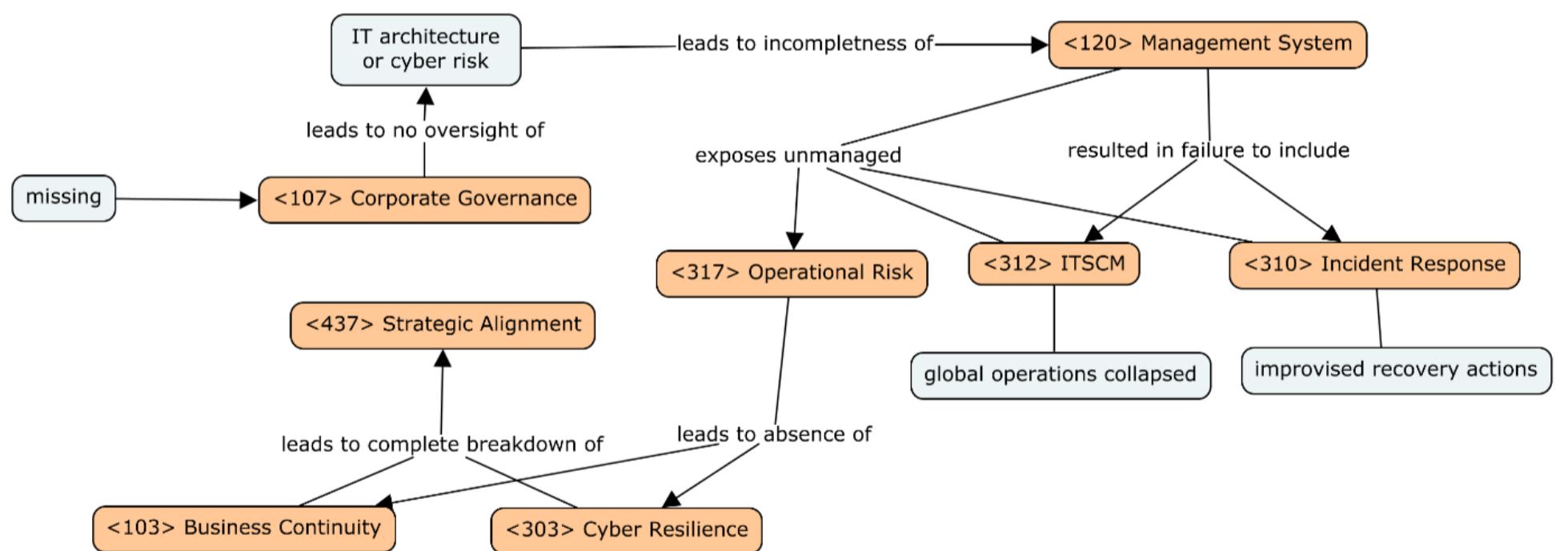
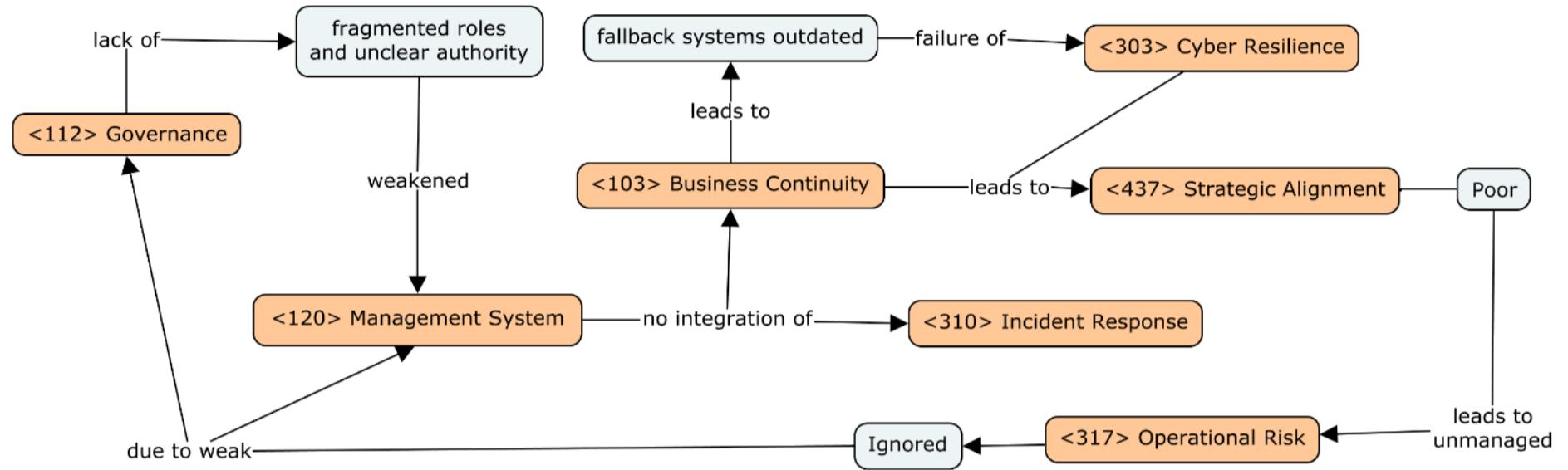
How do hybrid organizational structures challenge traditional governance models and accountability mechanisms?

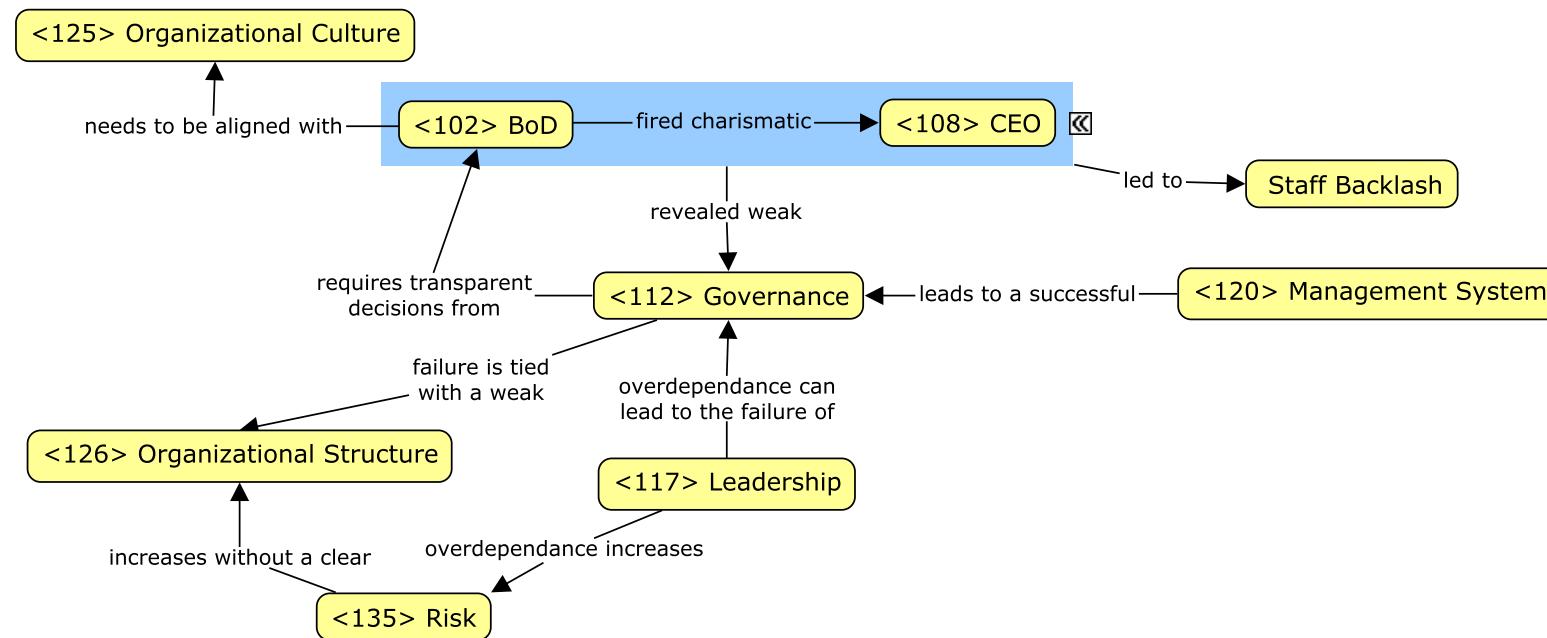
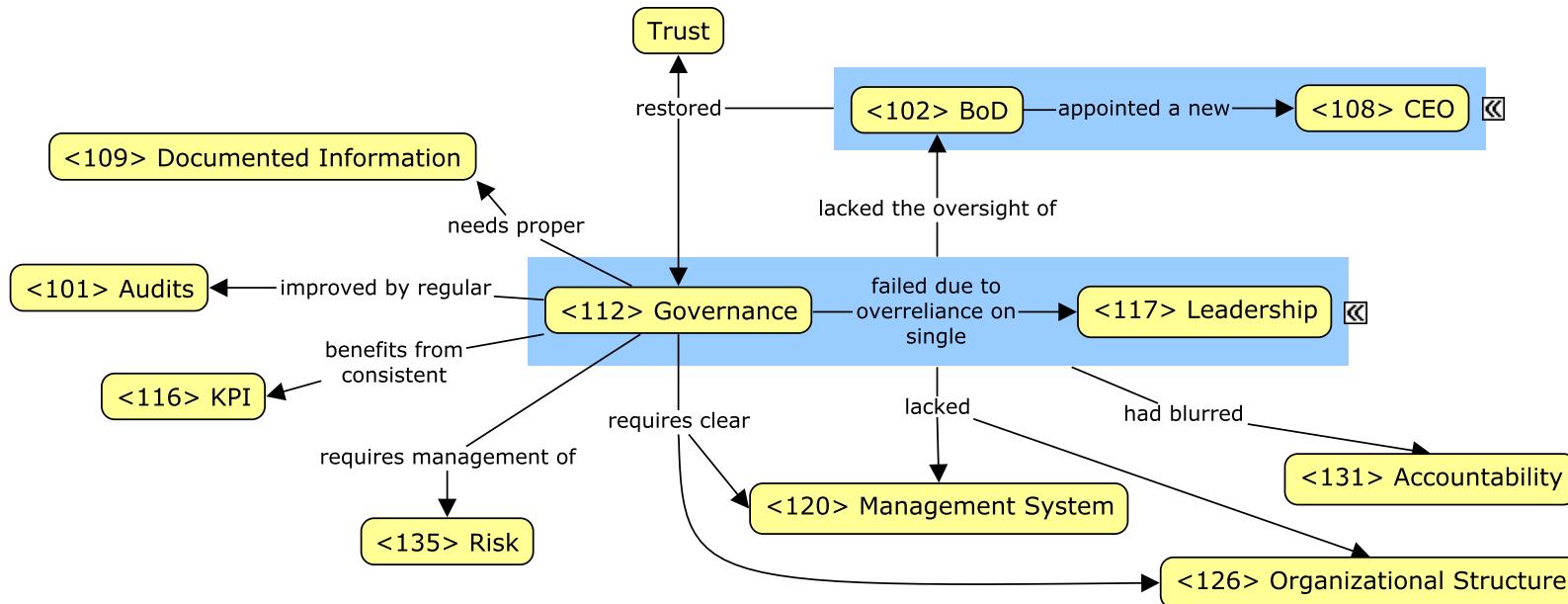
Q3.2 – Justification of the relevance of the proposed issue (399 characters)

This question connects directly to both VisioRetail and OpenAI cases, where governance breakdowns occurred at the intersection of different organizational models. In VisioRetail, growth ambitions conflicted with governance stability; in OpenAI, nonprofit mission clashed with commercial operations. Modern organizations increasingly adopt hybrid structures (public-private, profit-nonprofit, platform-traditional), making the alignment of <121> Governance structures and <219> Organizational Culture a critical challenge for leadership.

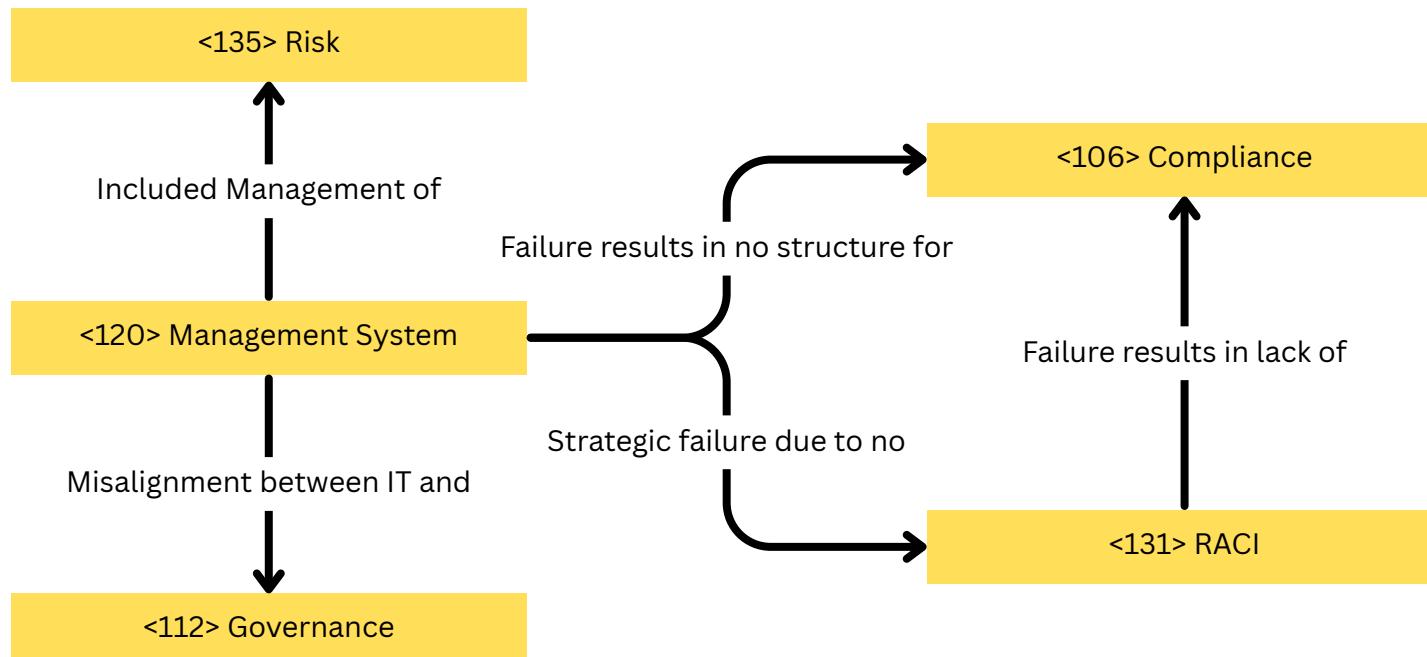
Qx – Use of Tools

I used Claude AI to help me draft and refine my responses, particularly in identifying the most relevant concepts from the course glossary (e.g., <113>, <219>) and structuring my analysis to connect meaningfully with the theme. The AI helped me identify patterns across the case and story that I might have missed and suggested ways to frame the governance issues in more precise terms. I also supplemented this with my own review of additional news articles about the OpenAI case to verify the timeline of events. For structuring, I referred to the "very good" example essay provided in the document to ensure I was addressing the governance concepts with appropriate depth and focus.

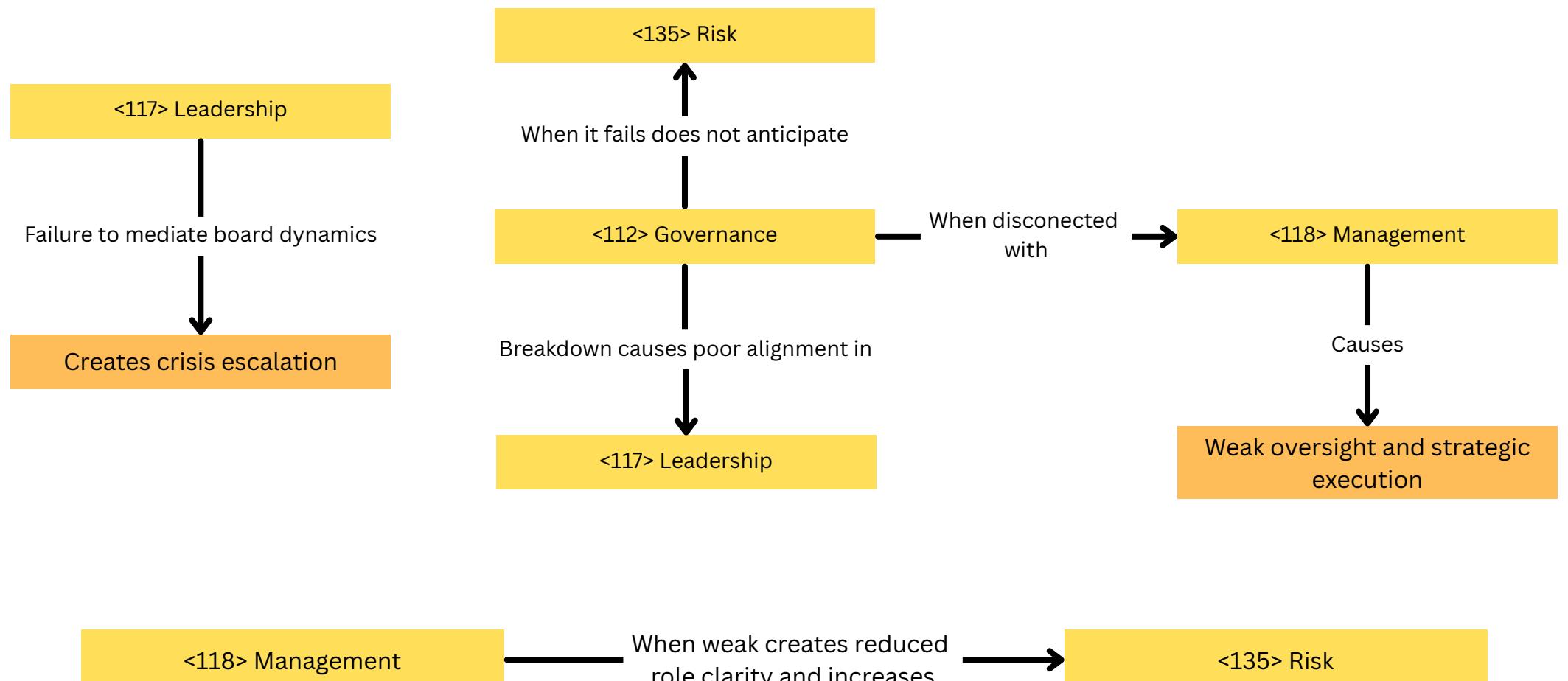




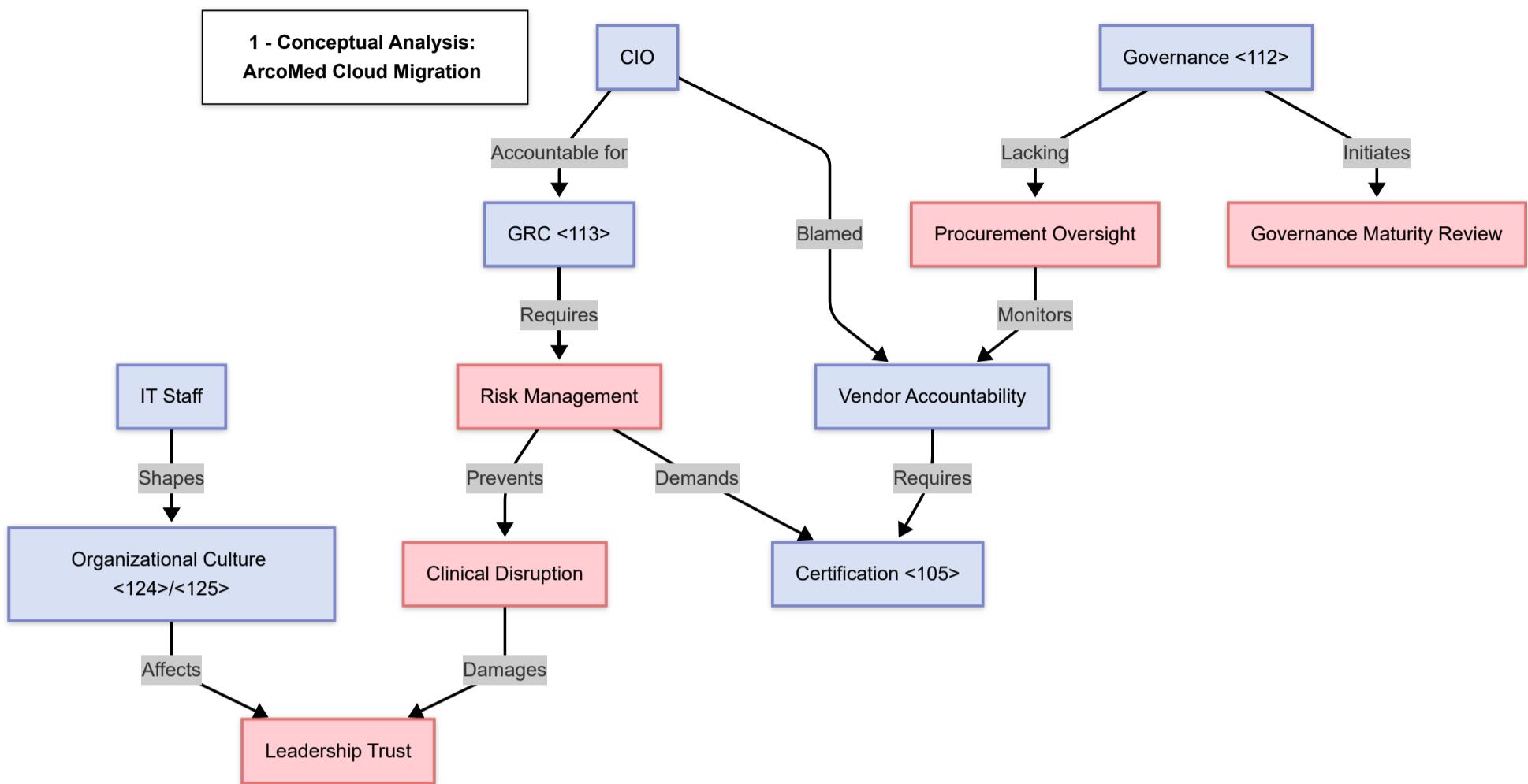
Q1.3: ArcoMed Cloud Migration



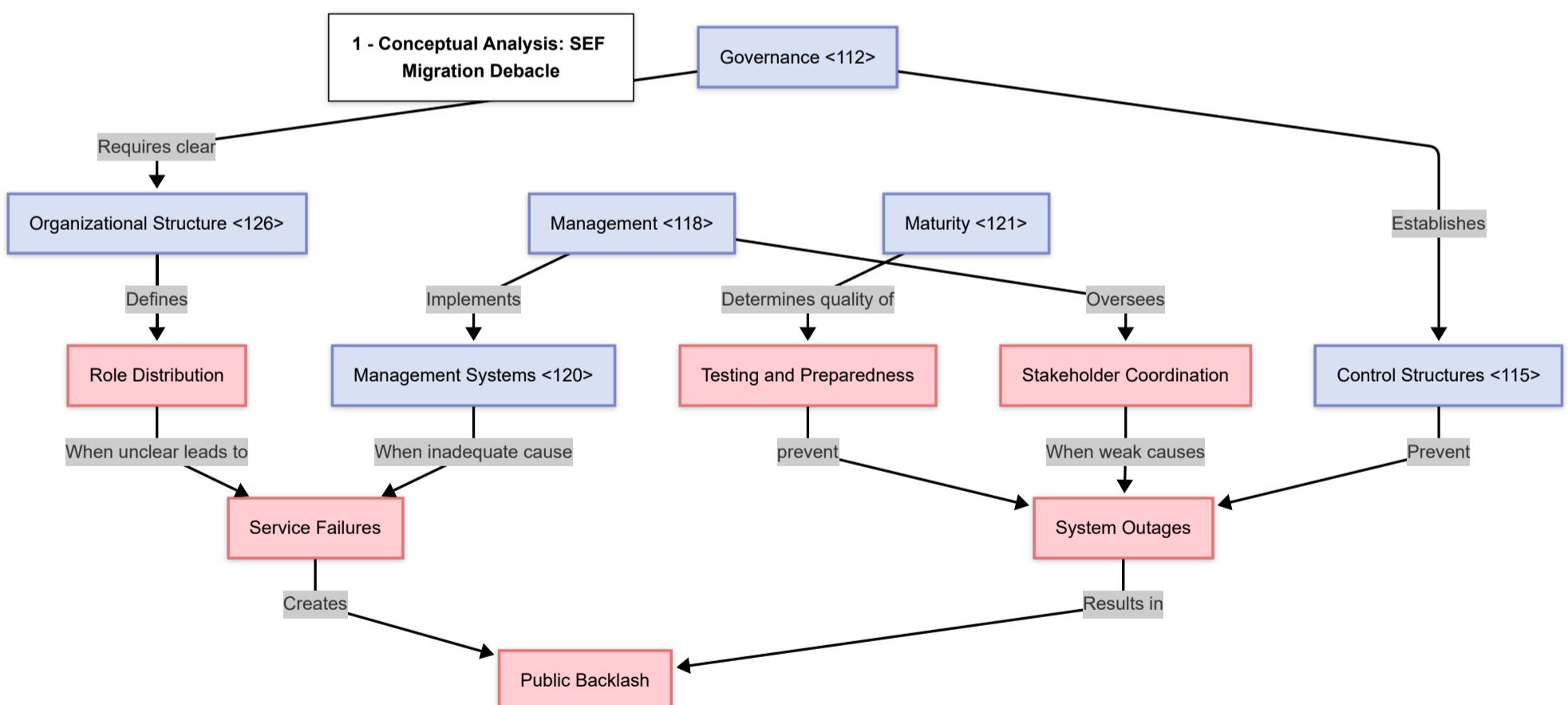
Q2.3: OpenAI and the Boardroom Shockwave



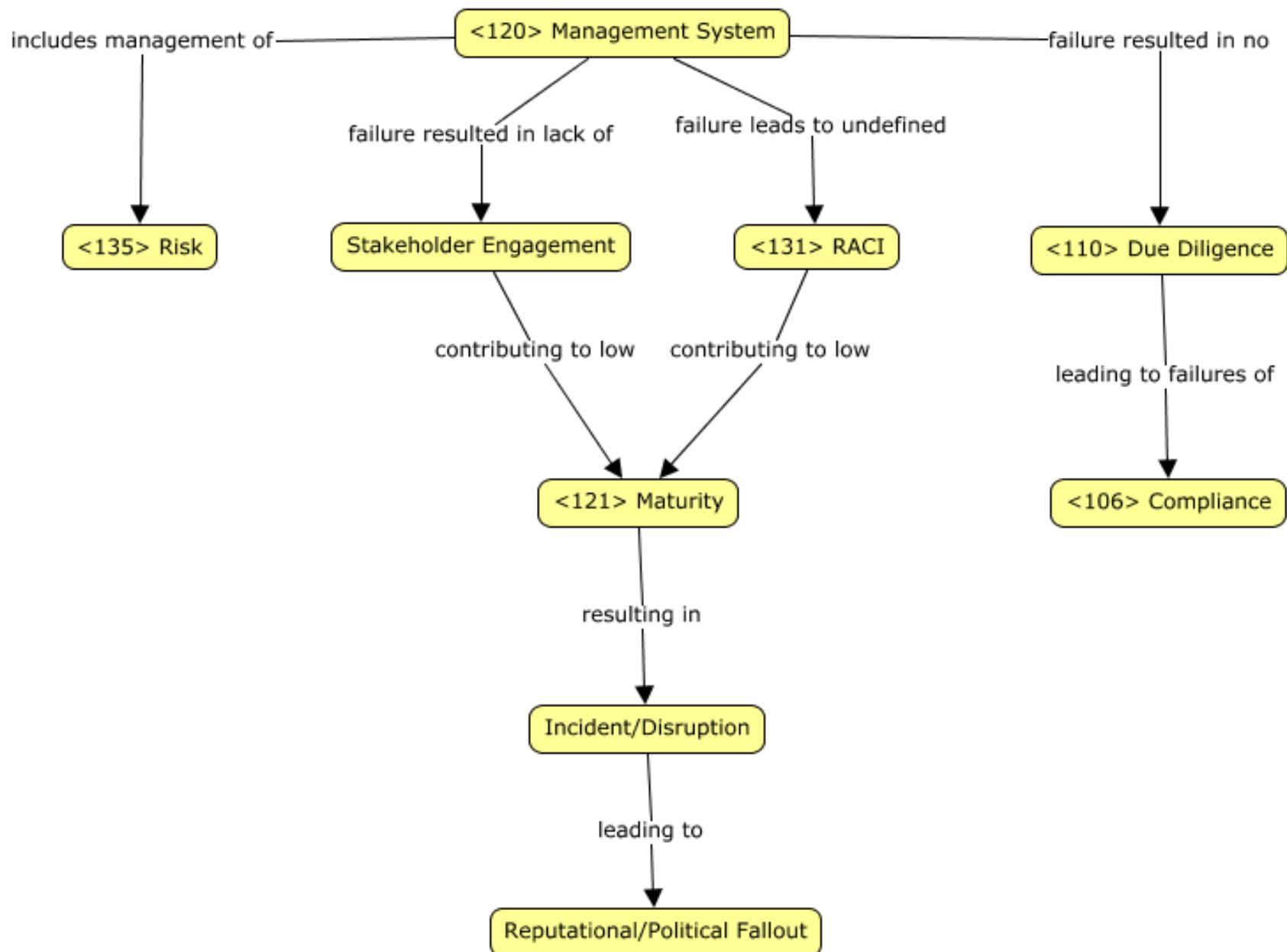
Q1.3 Concept Map



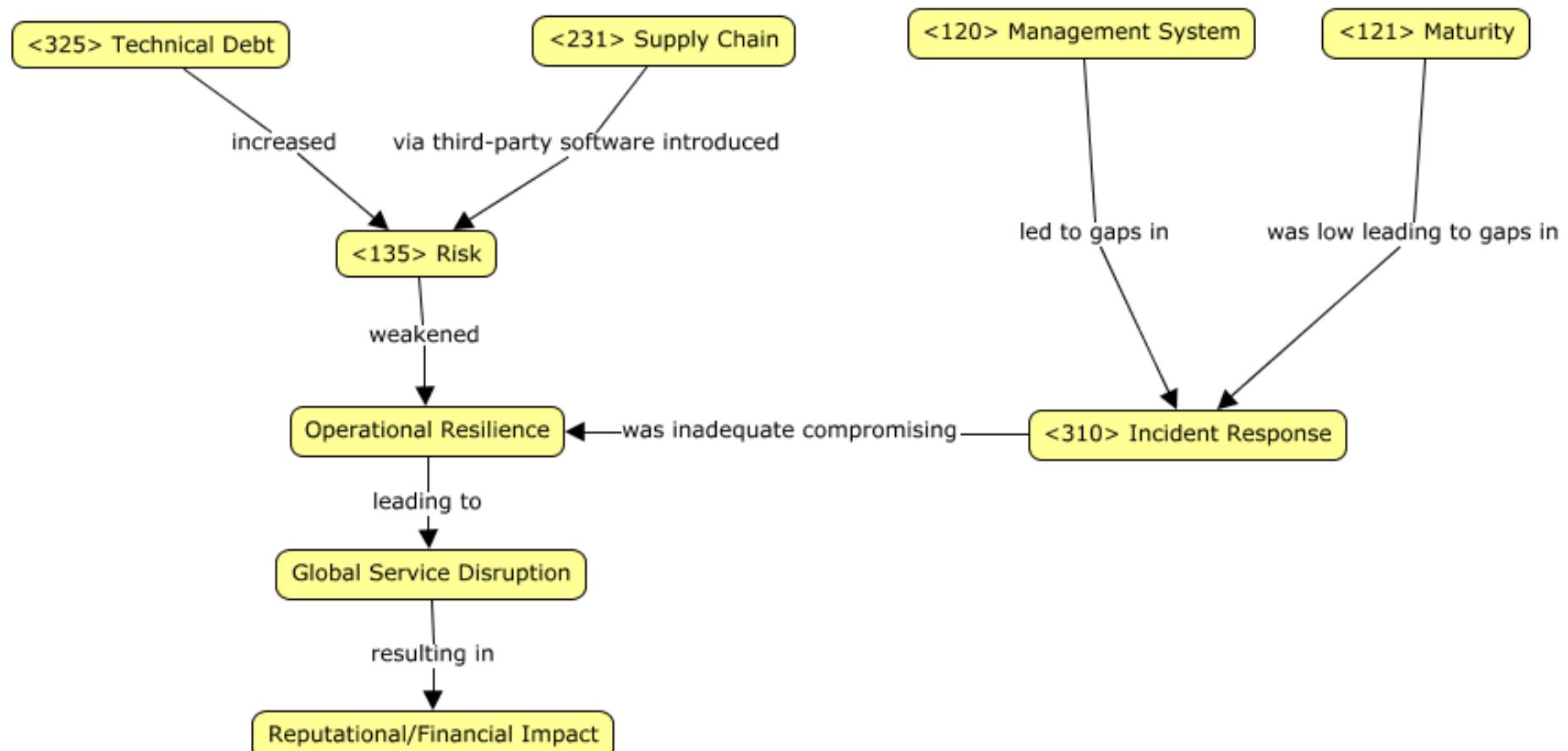
Q2.3 Concept Map



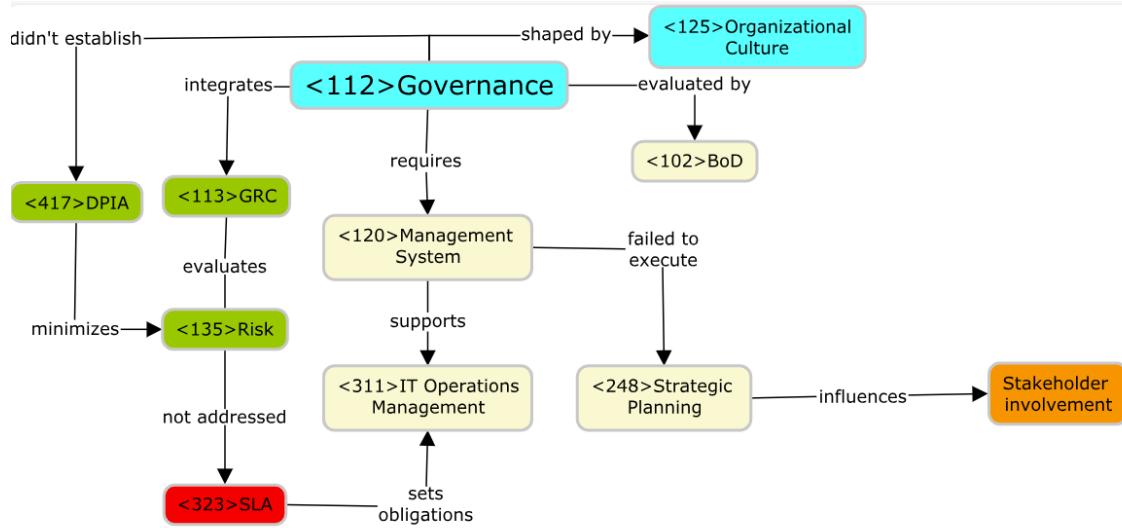
Q 1.3



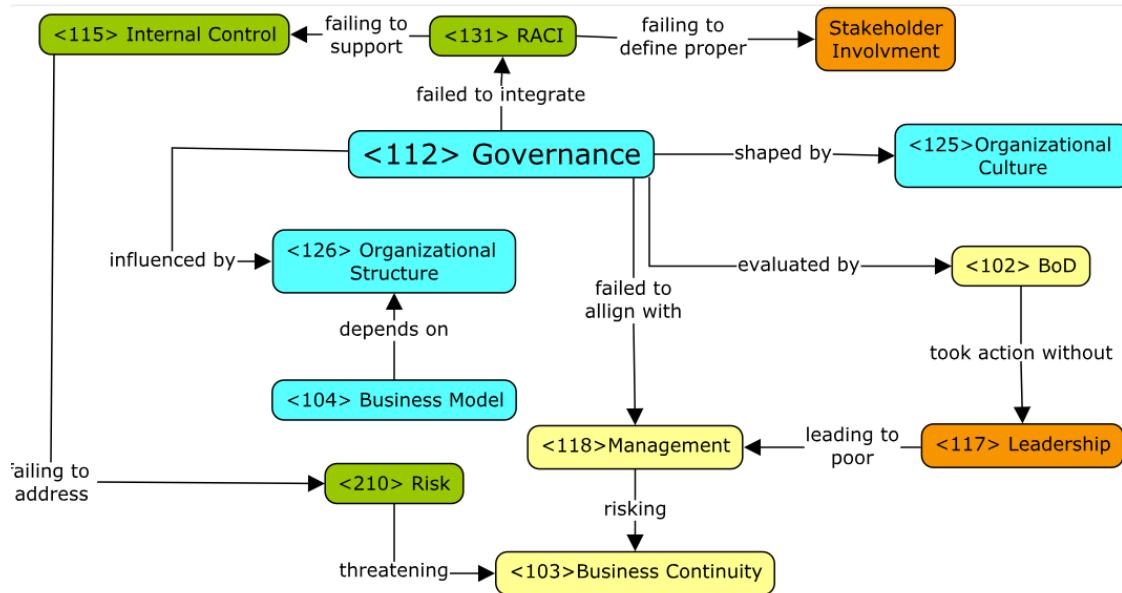
Q 2.3



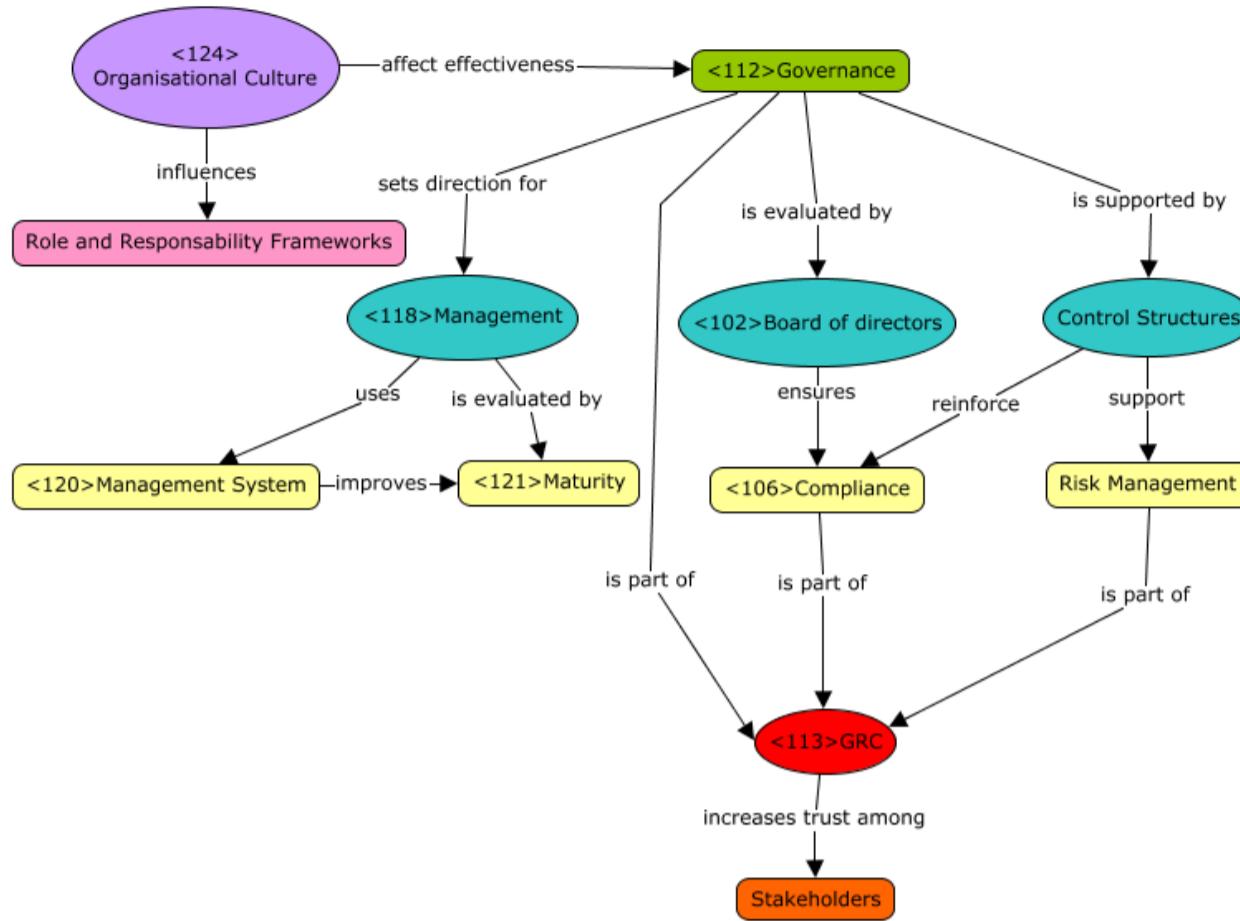
Story 2.1: ArcoMed Cloud First



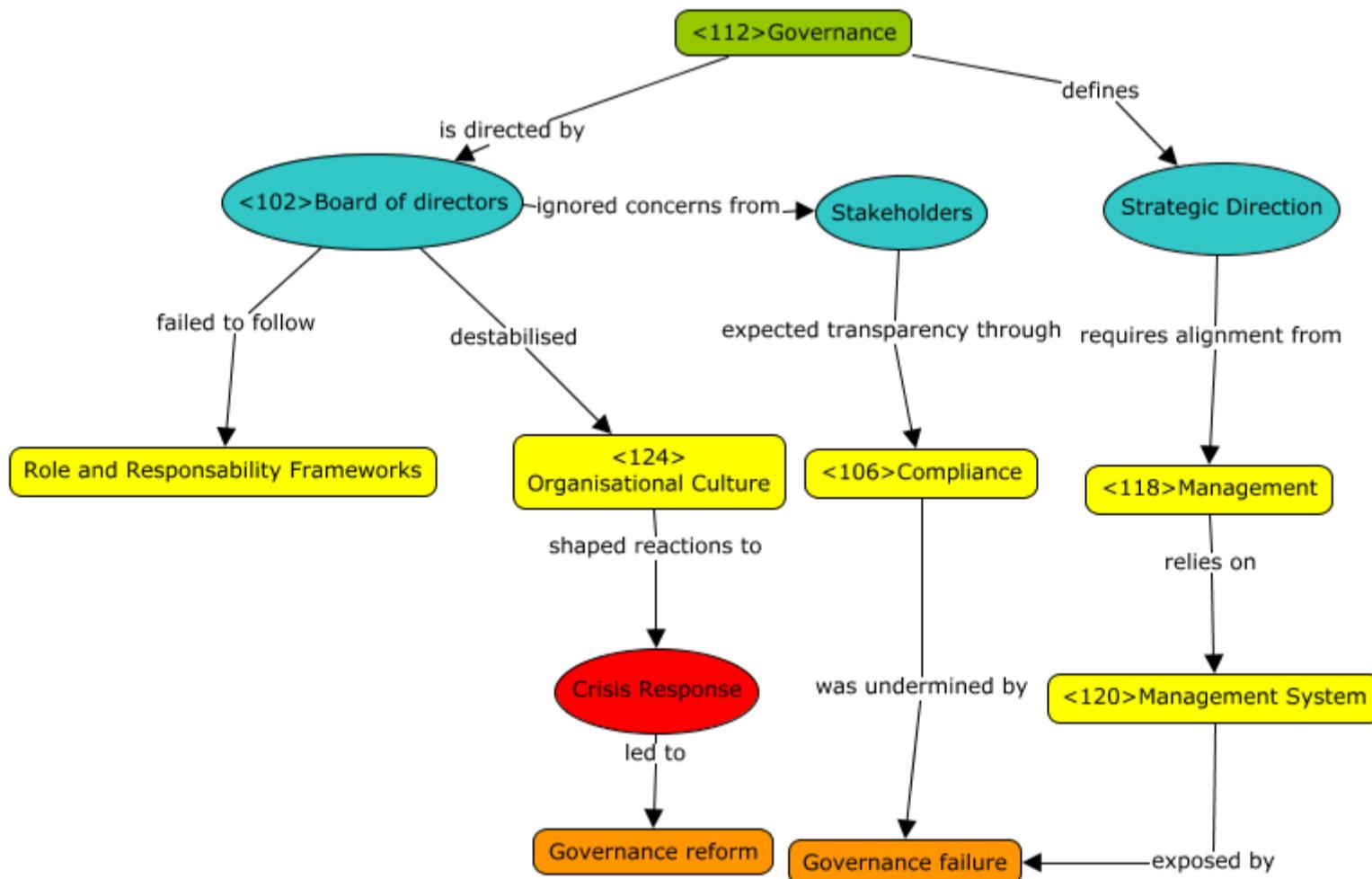
Case 4: OpenAi and the boardroom shockwave



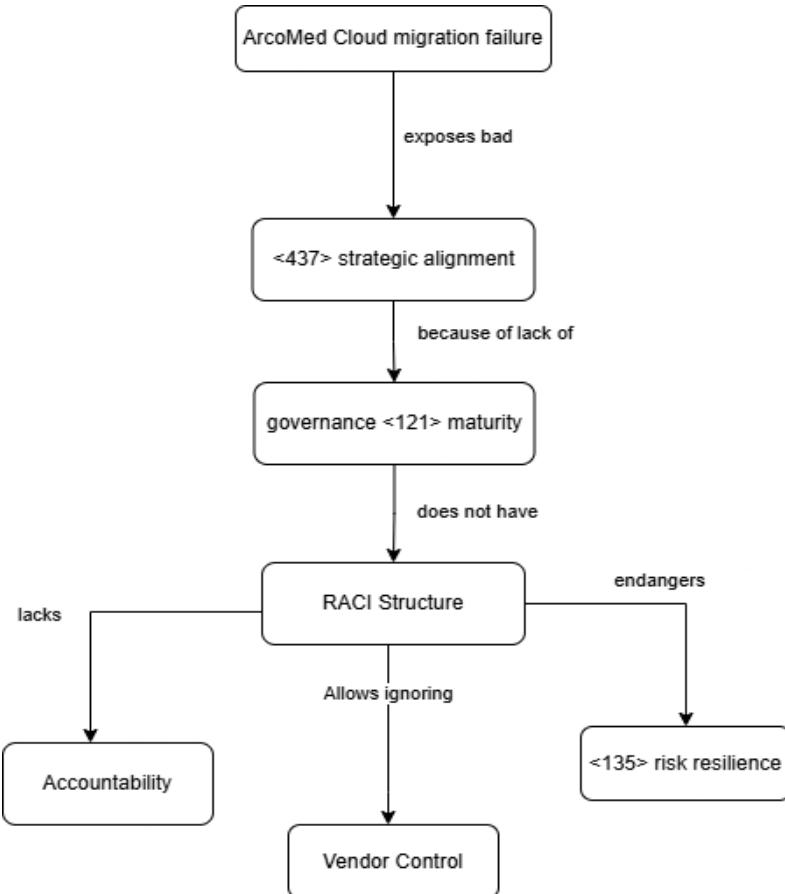
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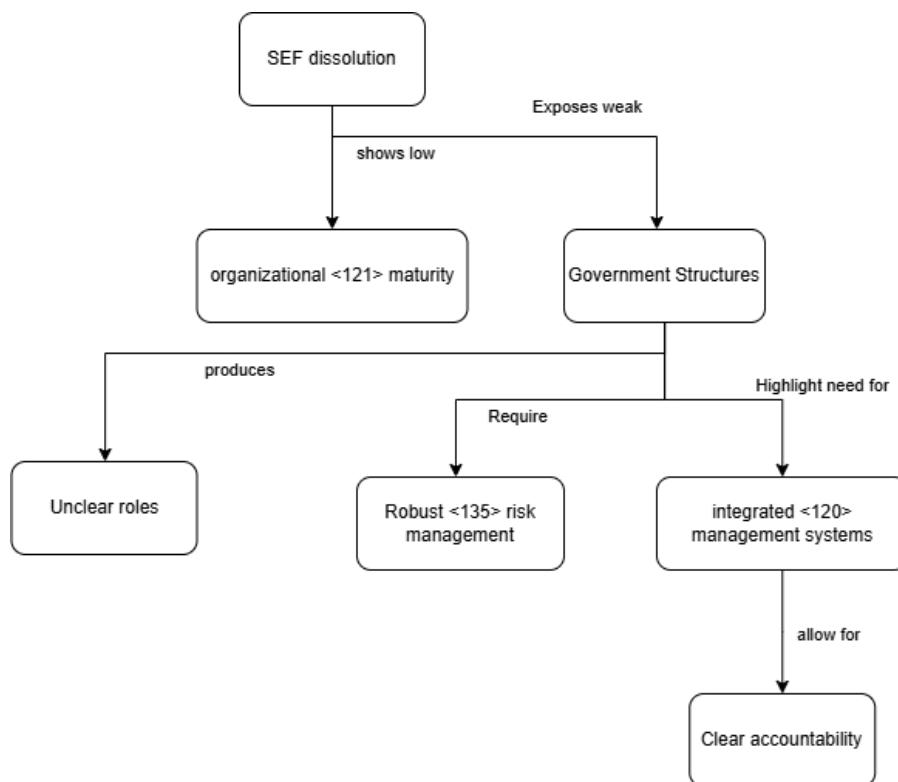
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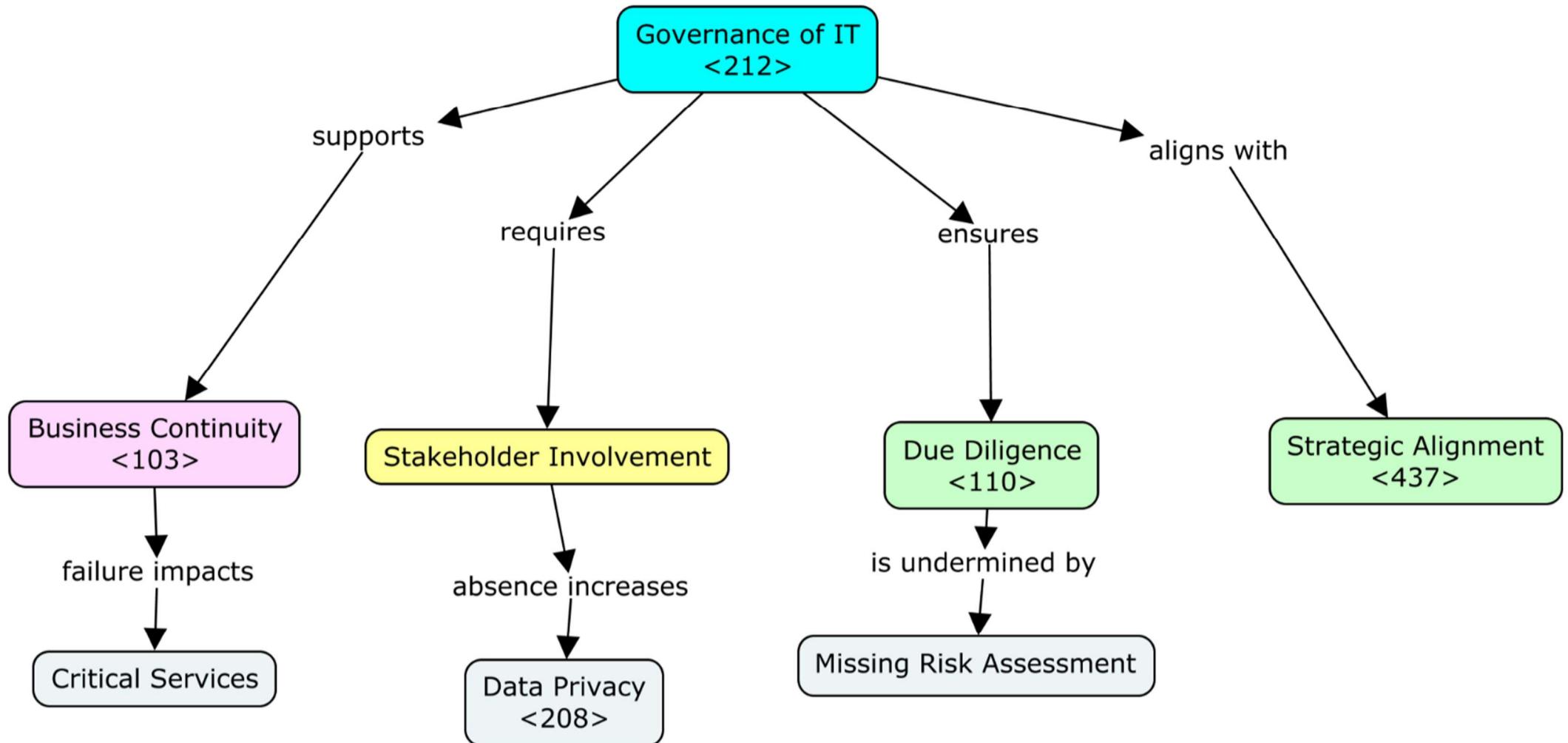
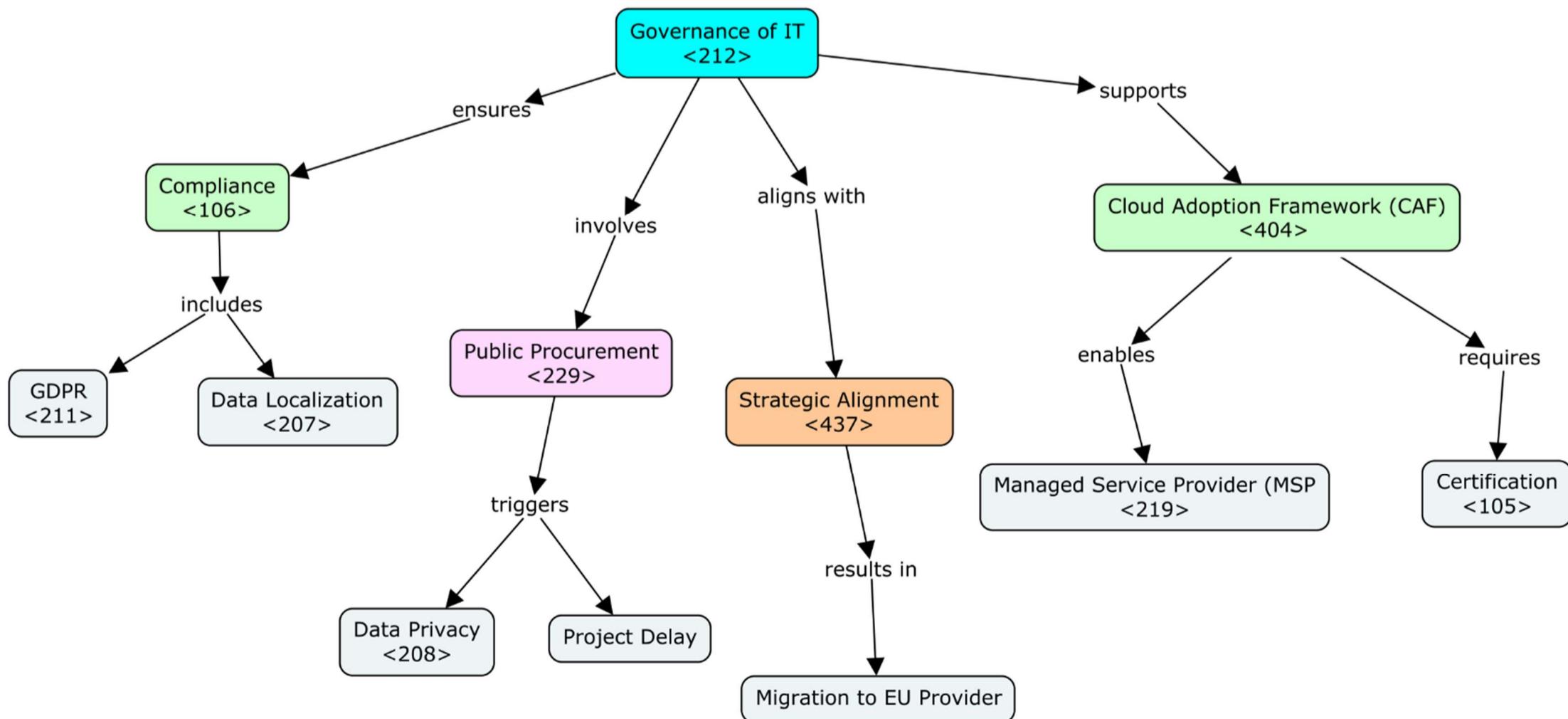
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Q 2.3

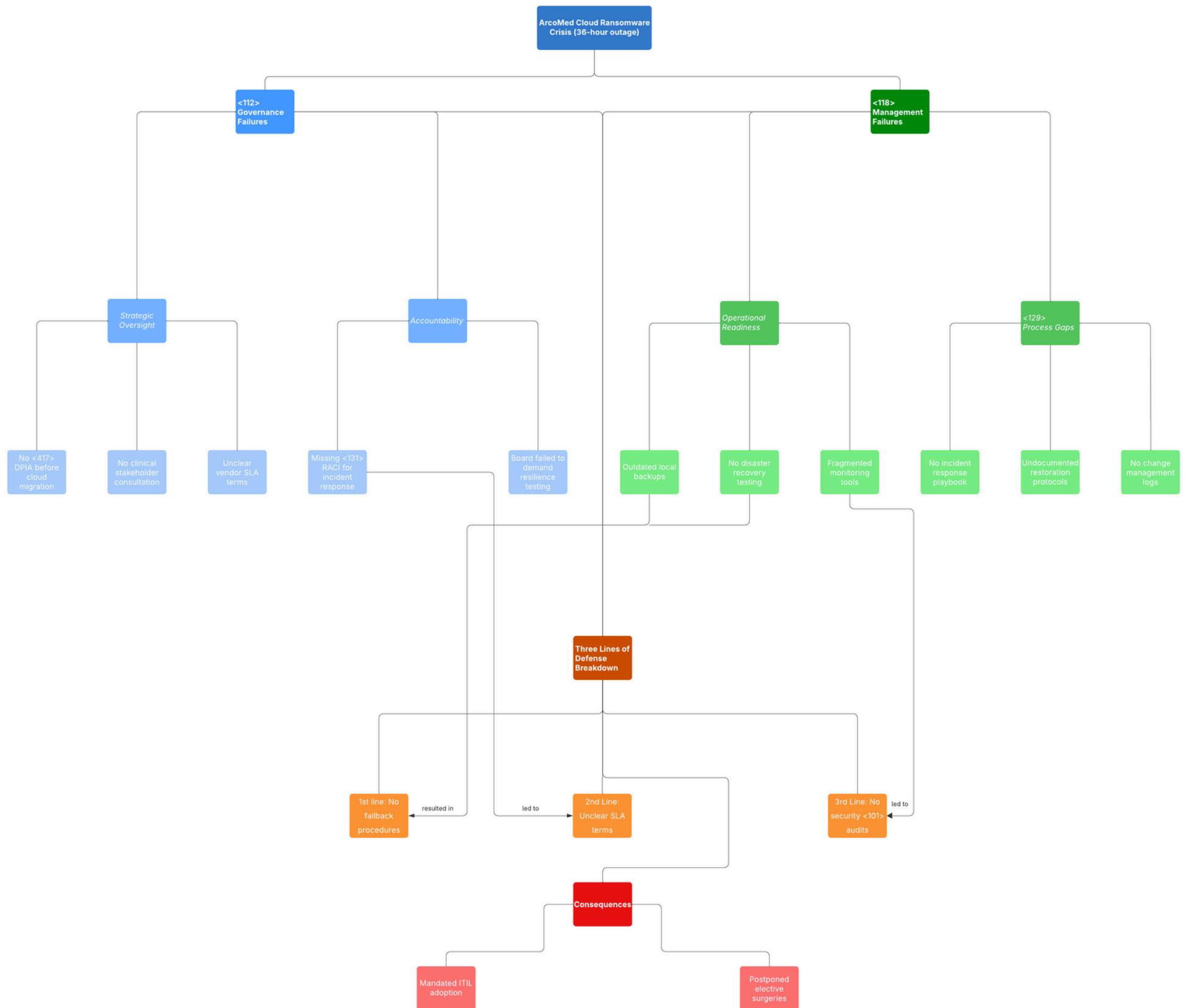


Theme 1
Organizations, Governance, and Management

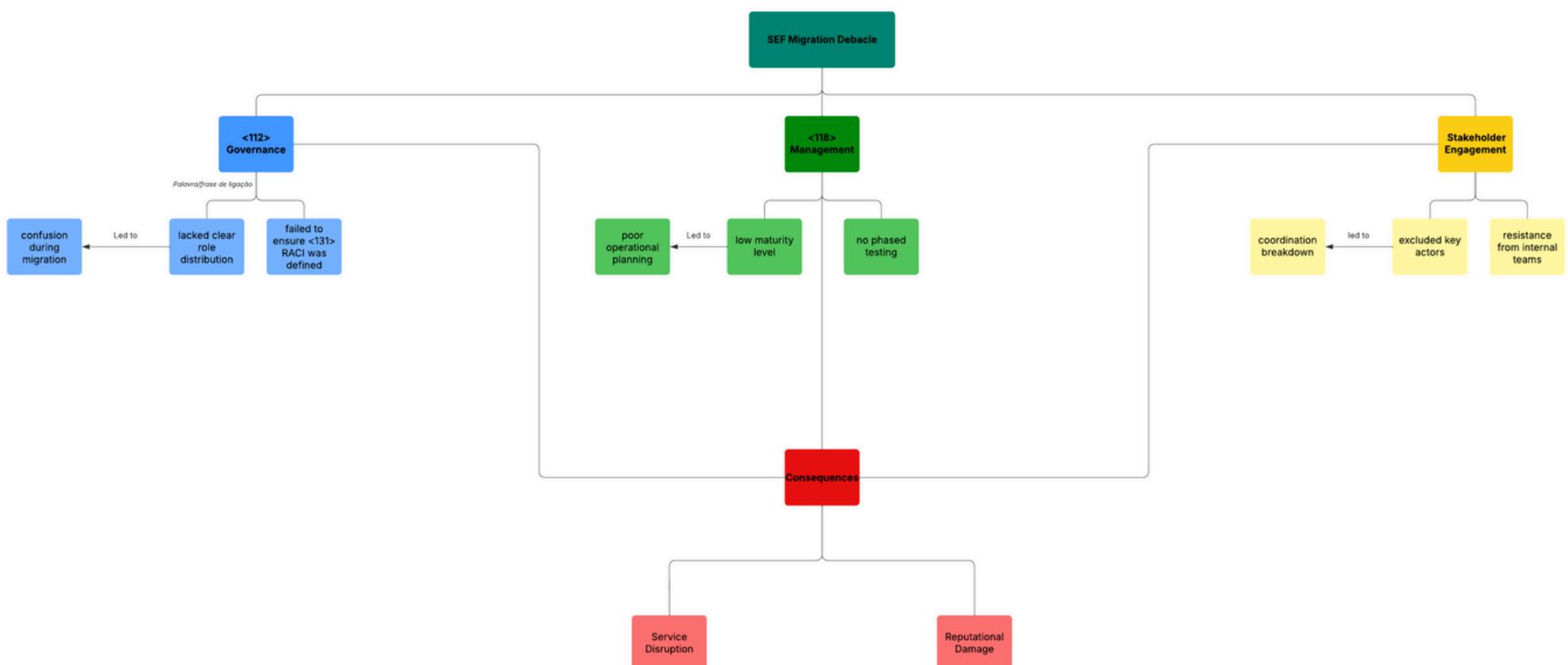
Q1.3 – Concept MAP - 2.1. ArcoMed cloud-first**Q2.3 – Concept MAP - 8. France's Health Data Hub Delay**

Joana Lagos Peixinho, ist1103335

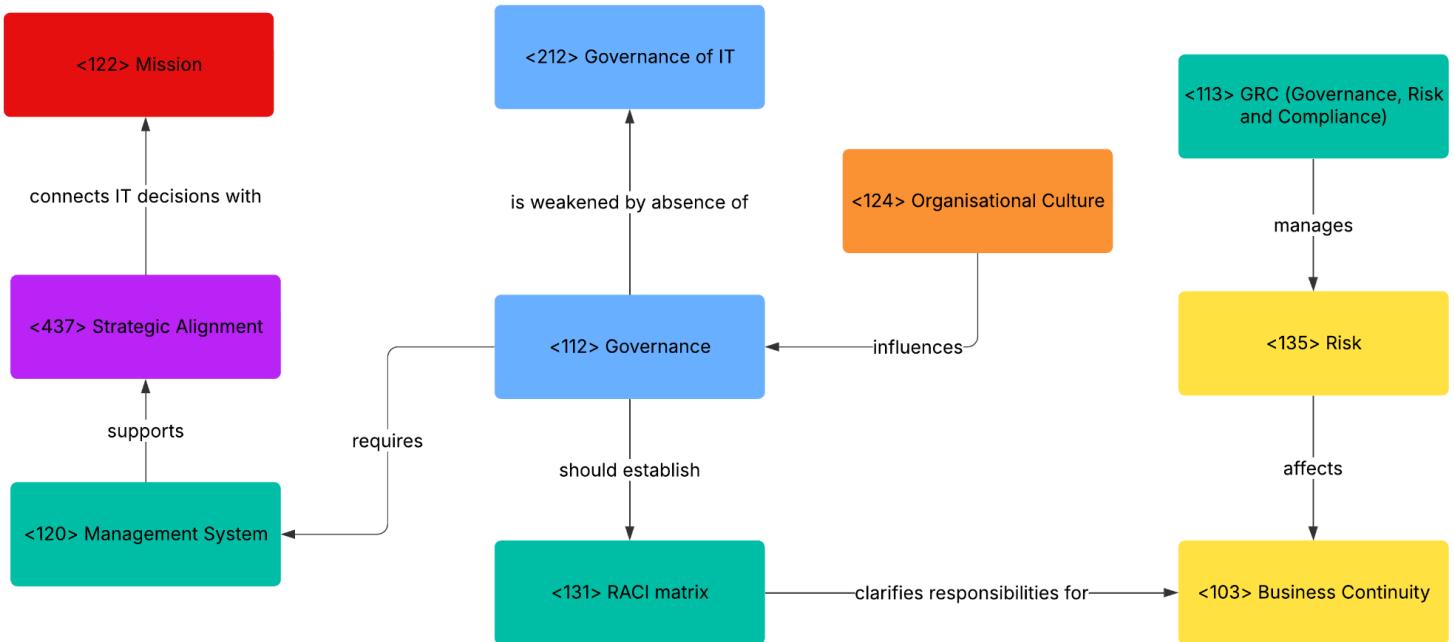
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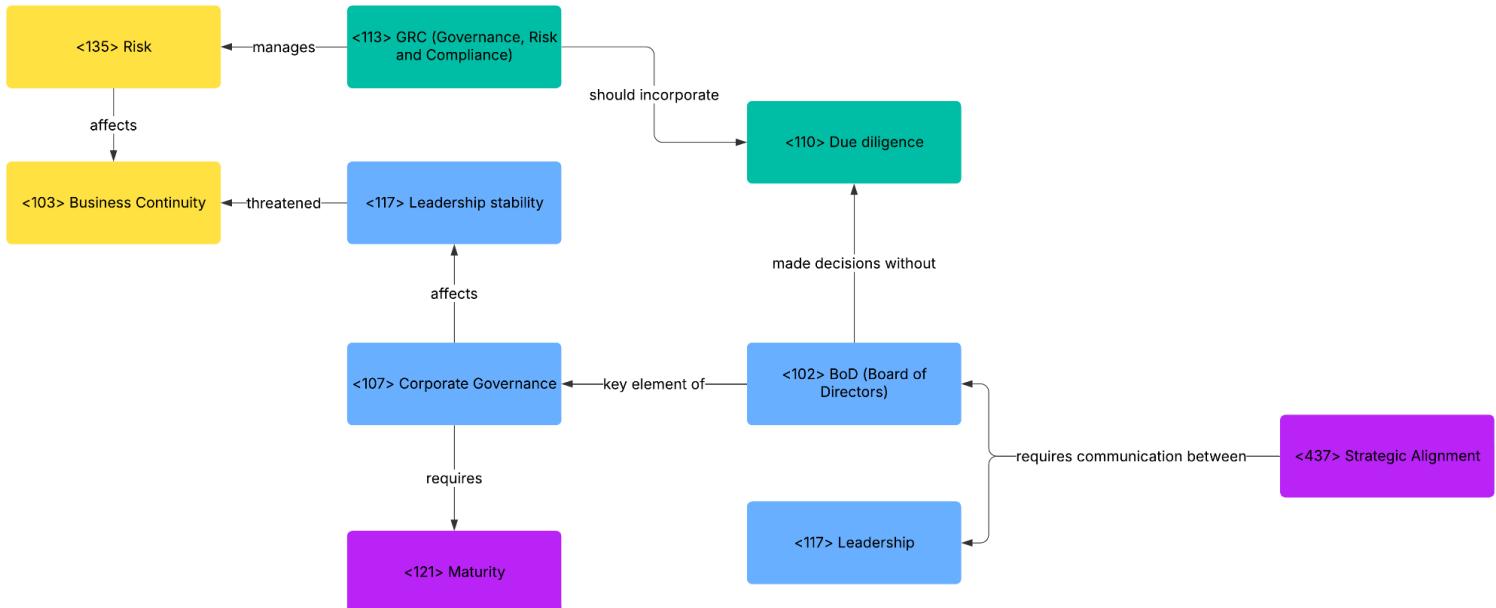
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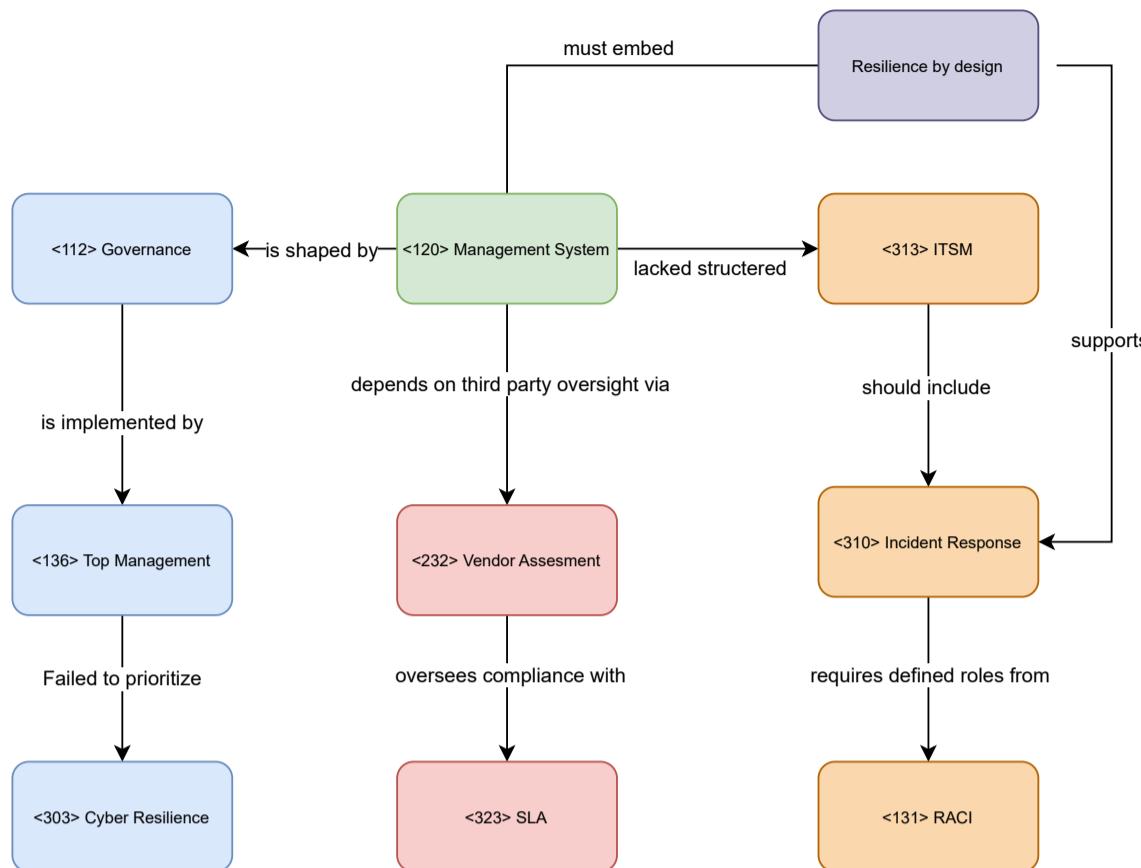
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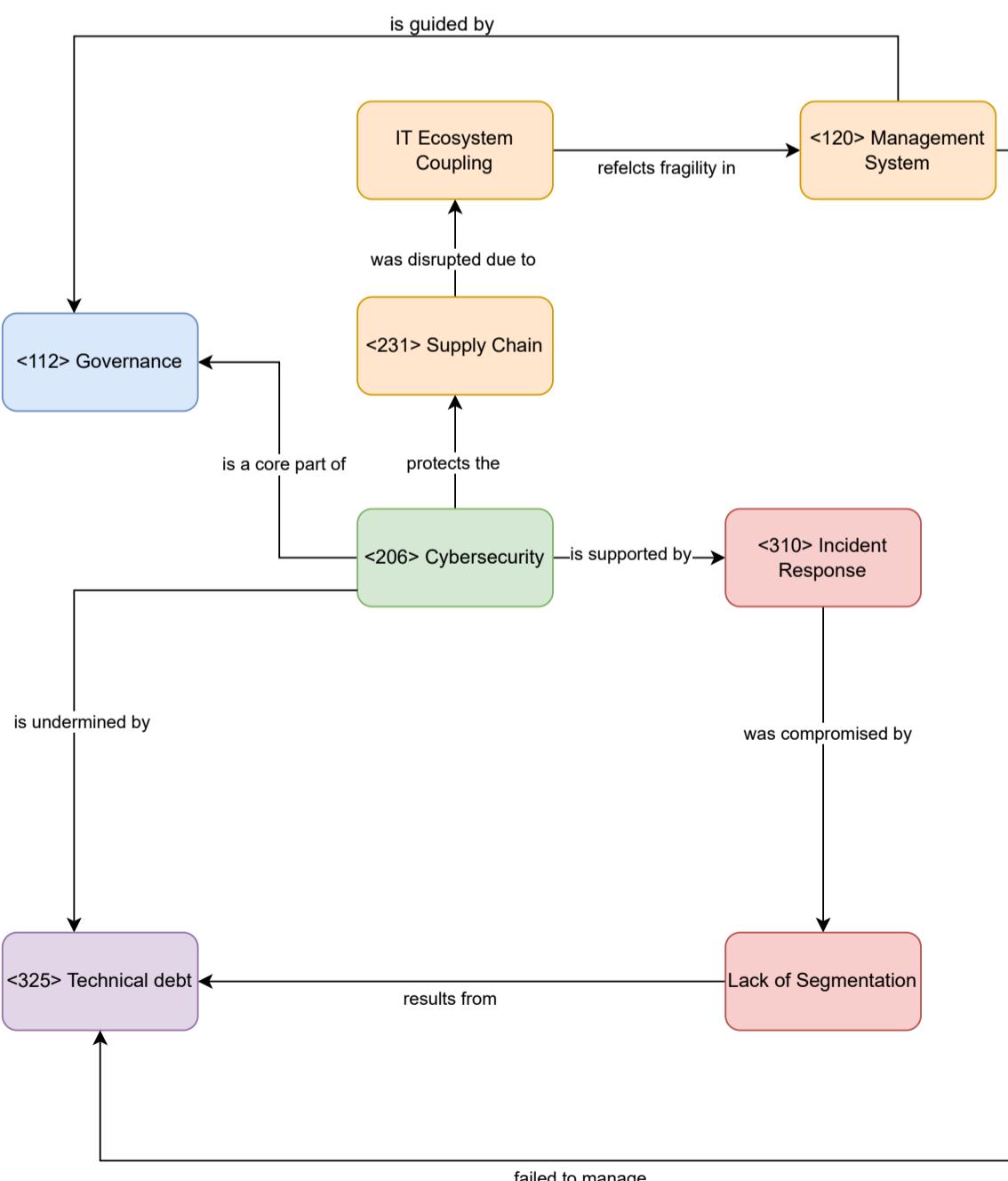
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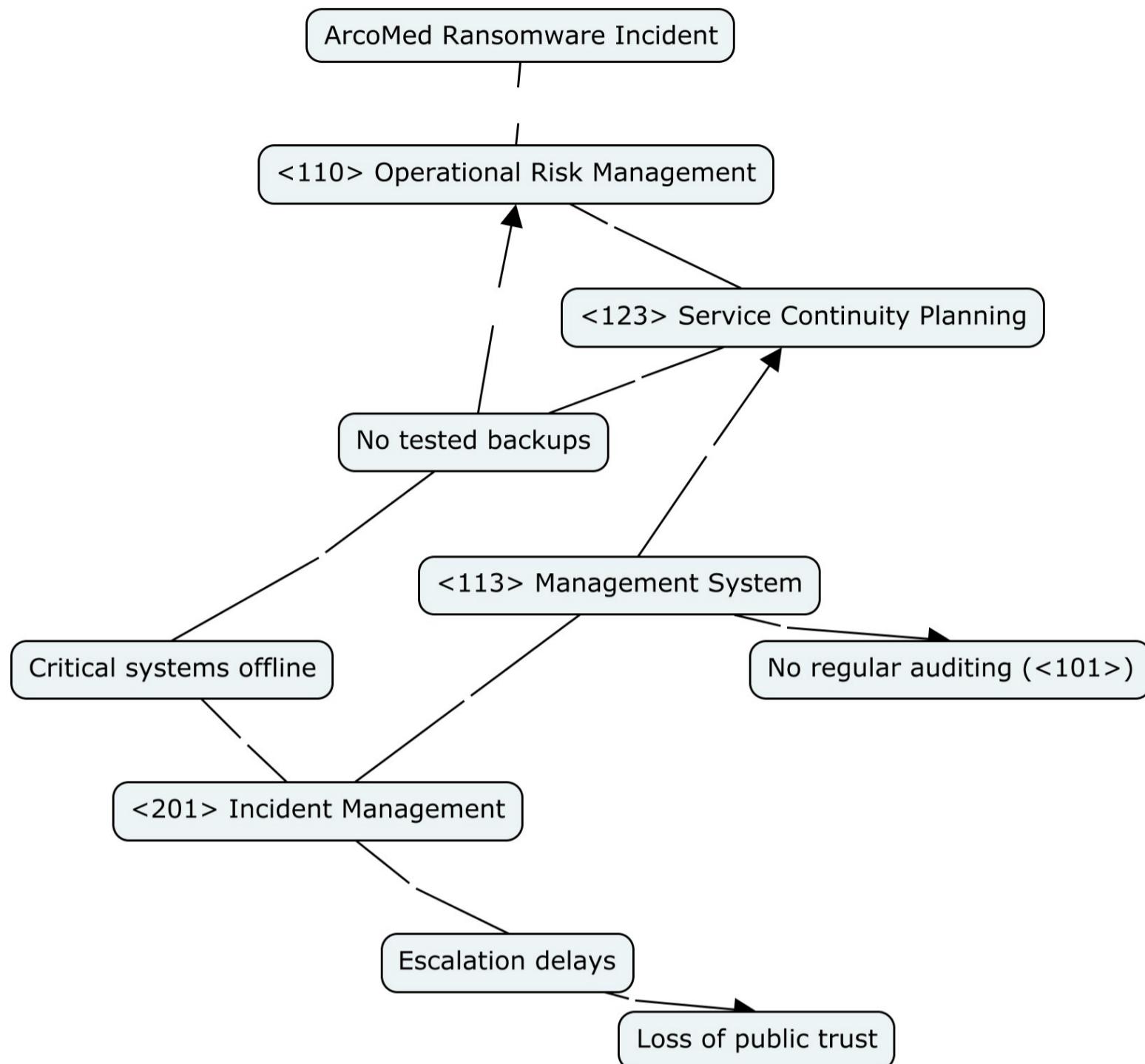
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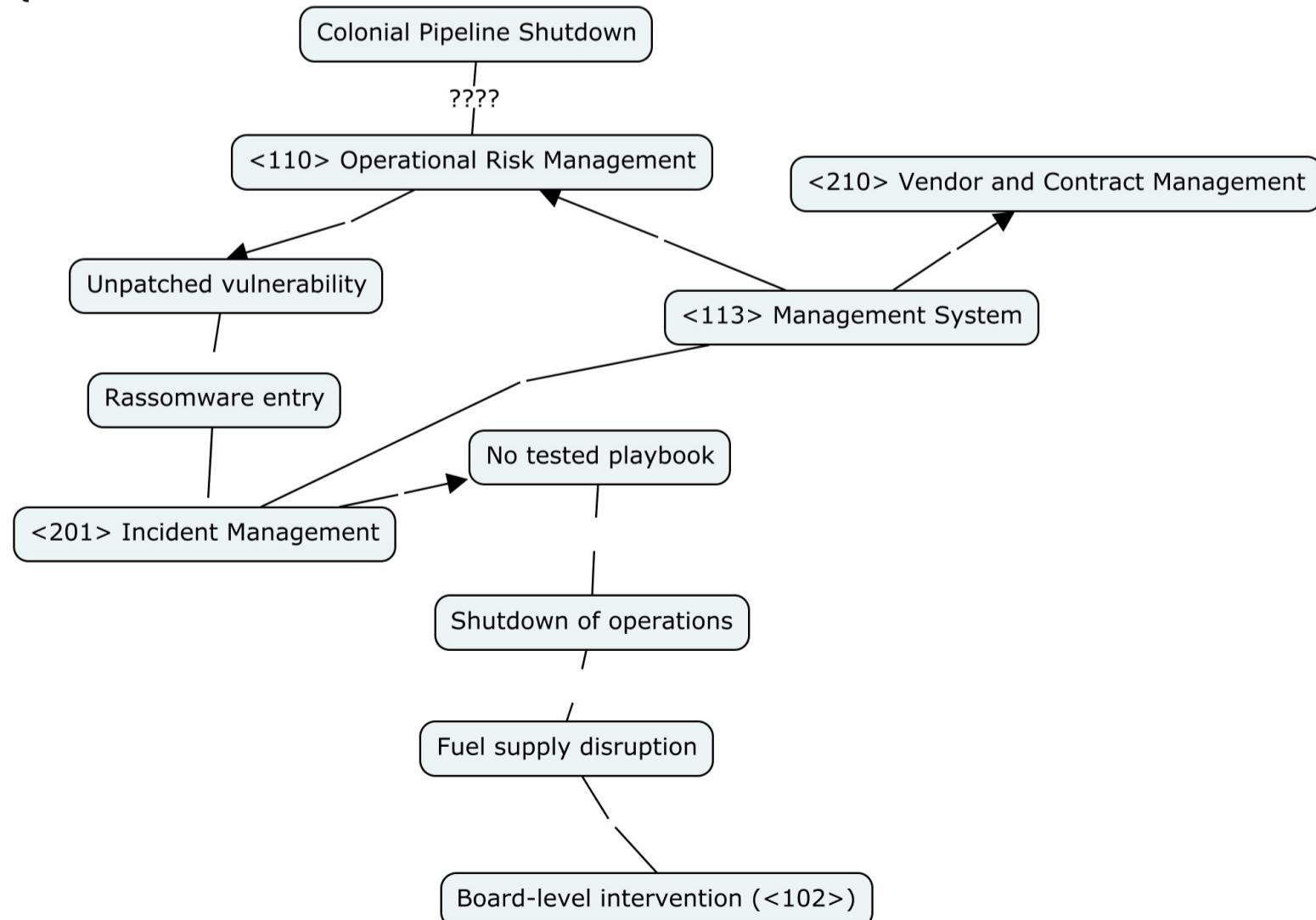
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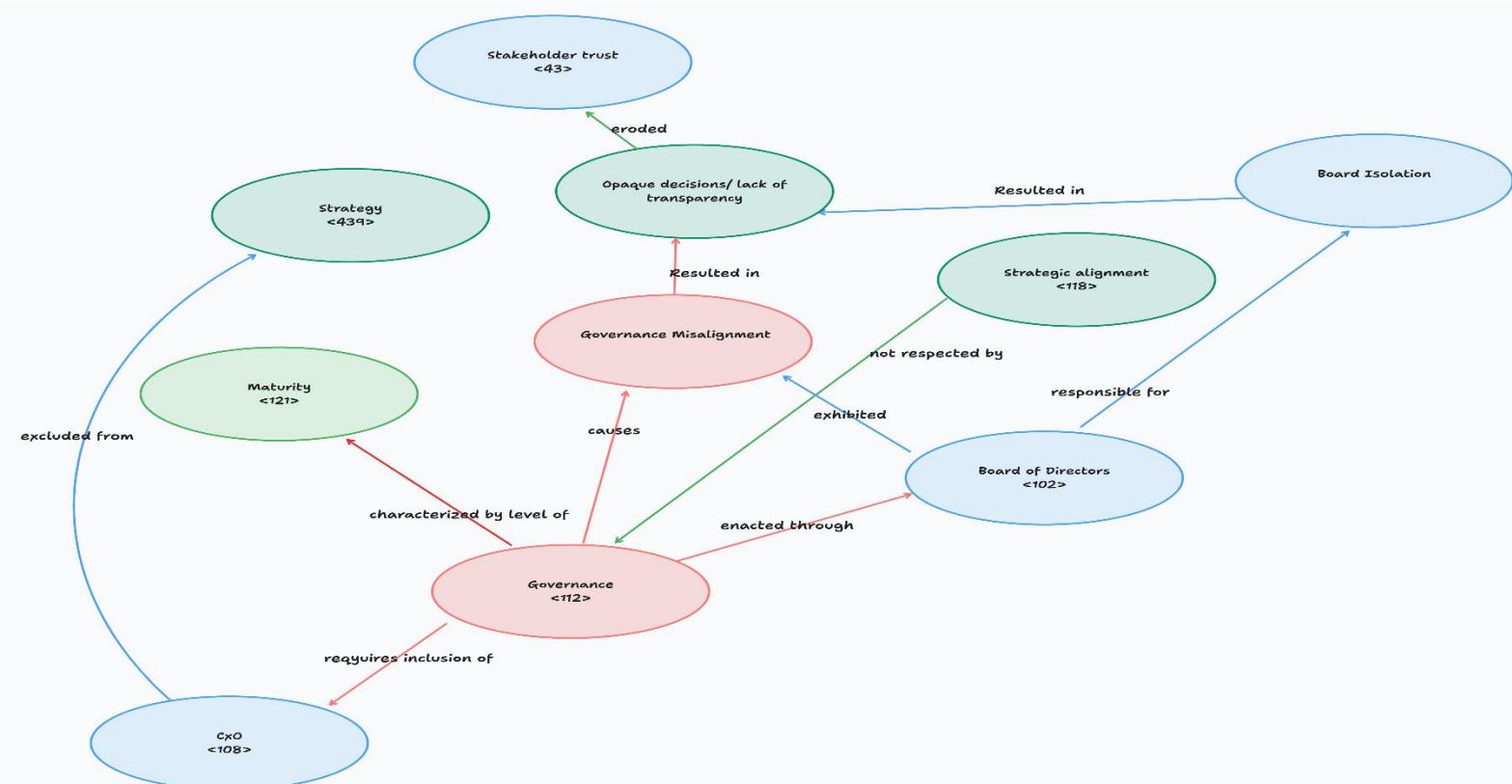
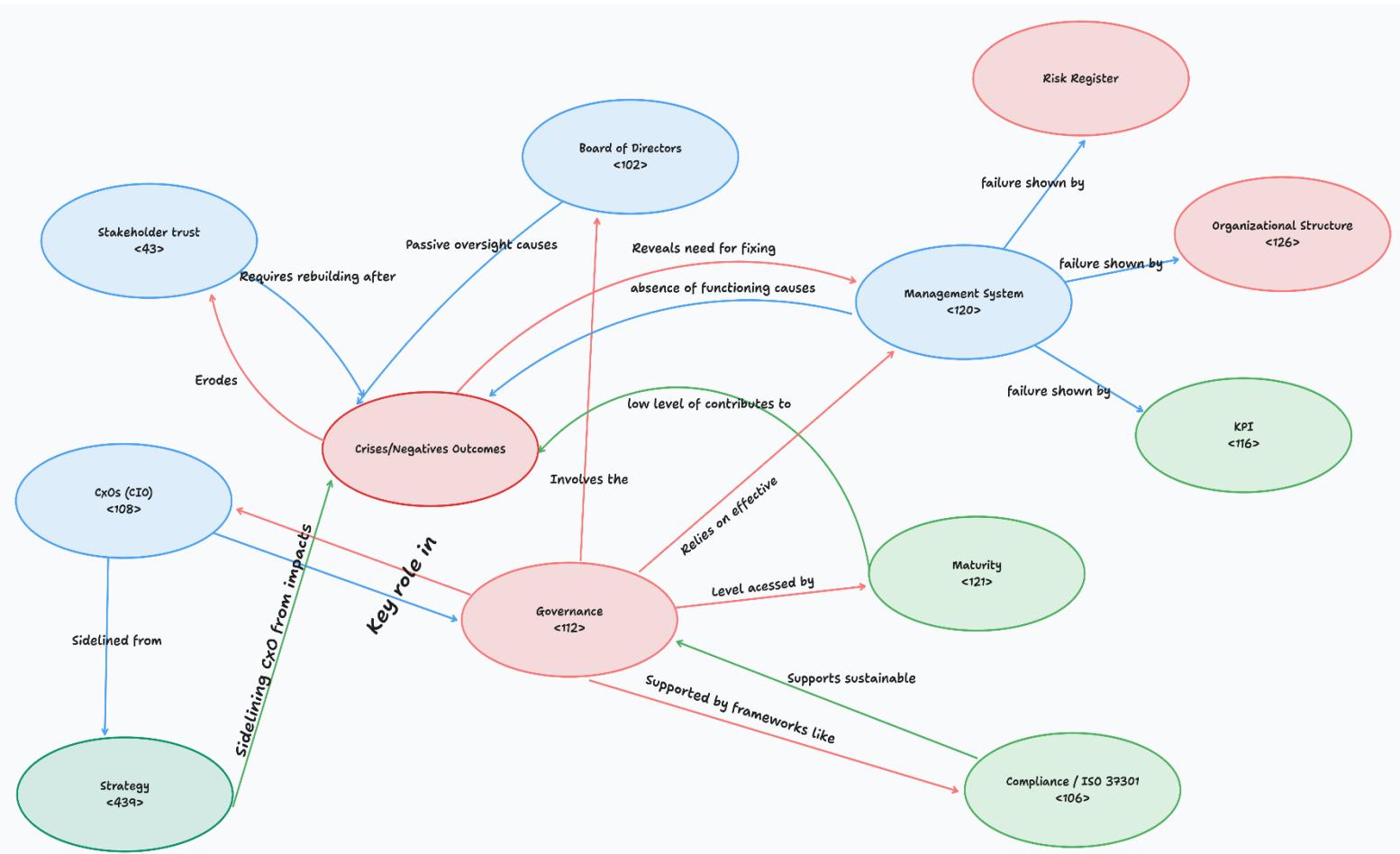
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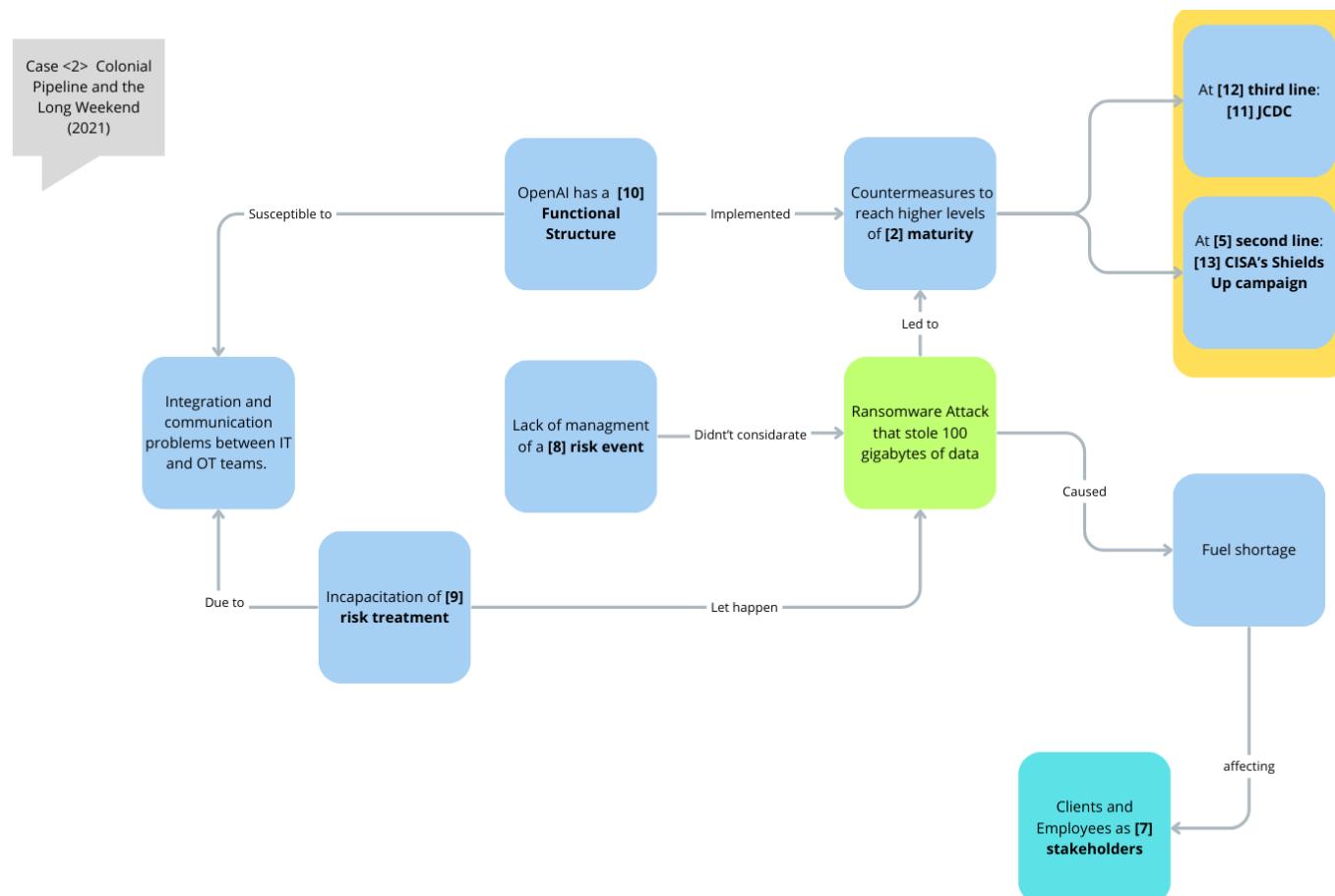
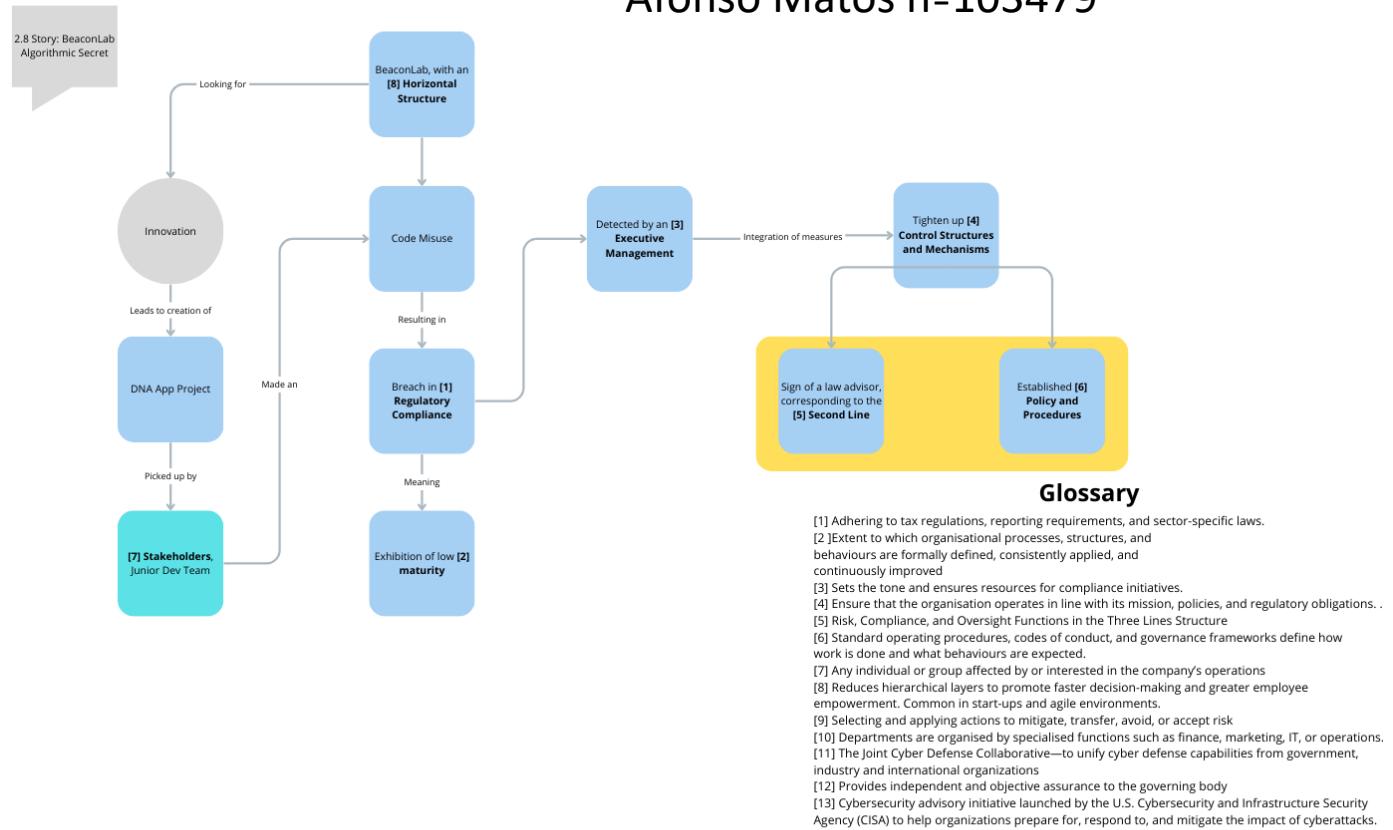
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Alexandre Ferreira 103397



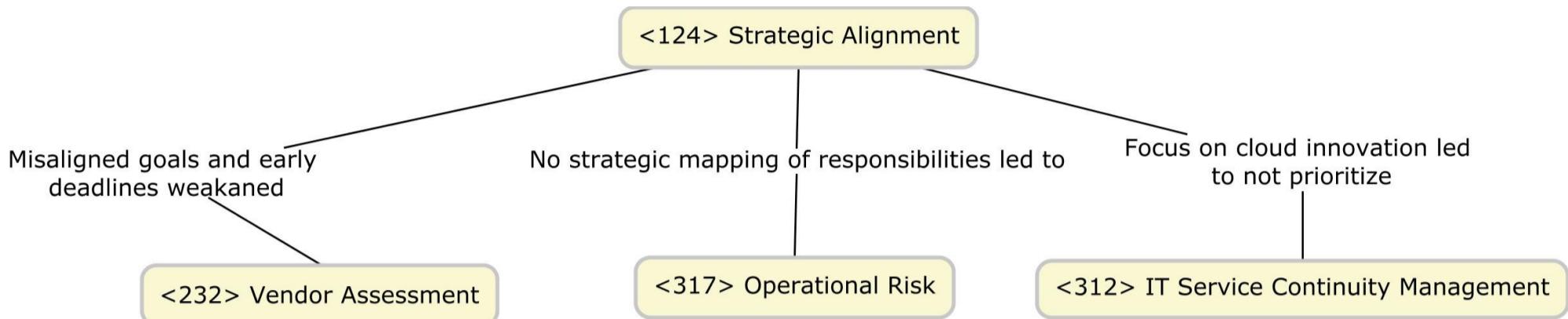
Afonso Matos nº103479



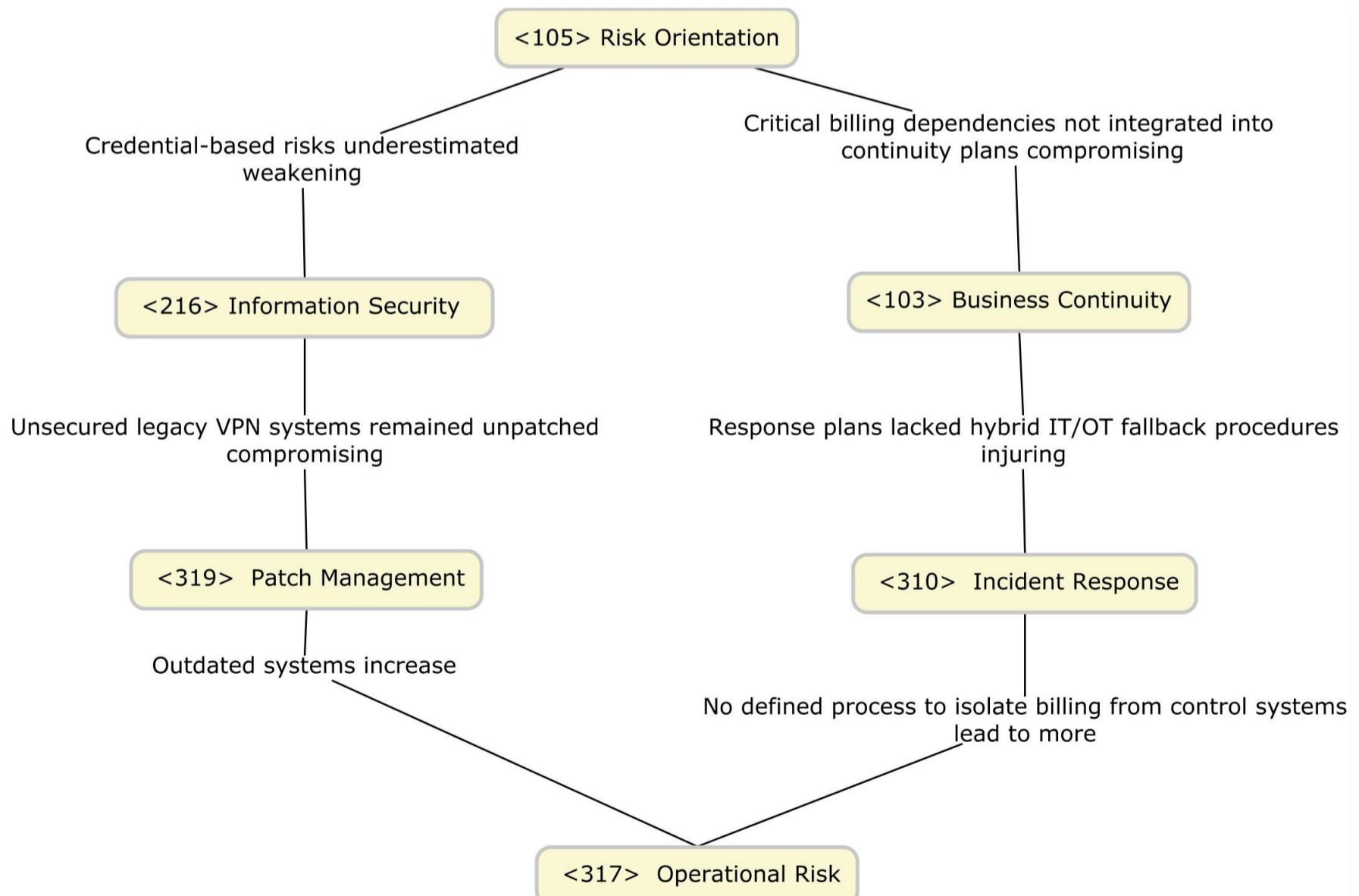
Concept Maps

André Melão 103517

Q1.3 - MetroWater Access Denied



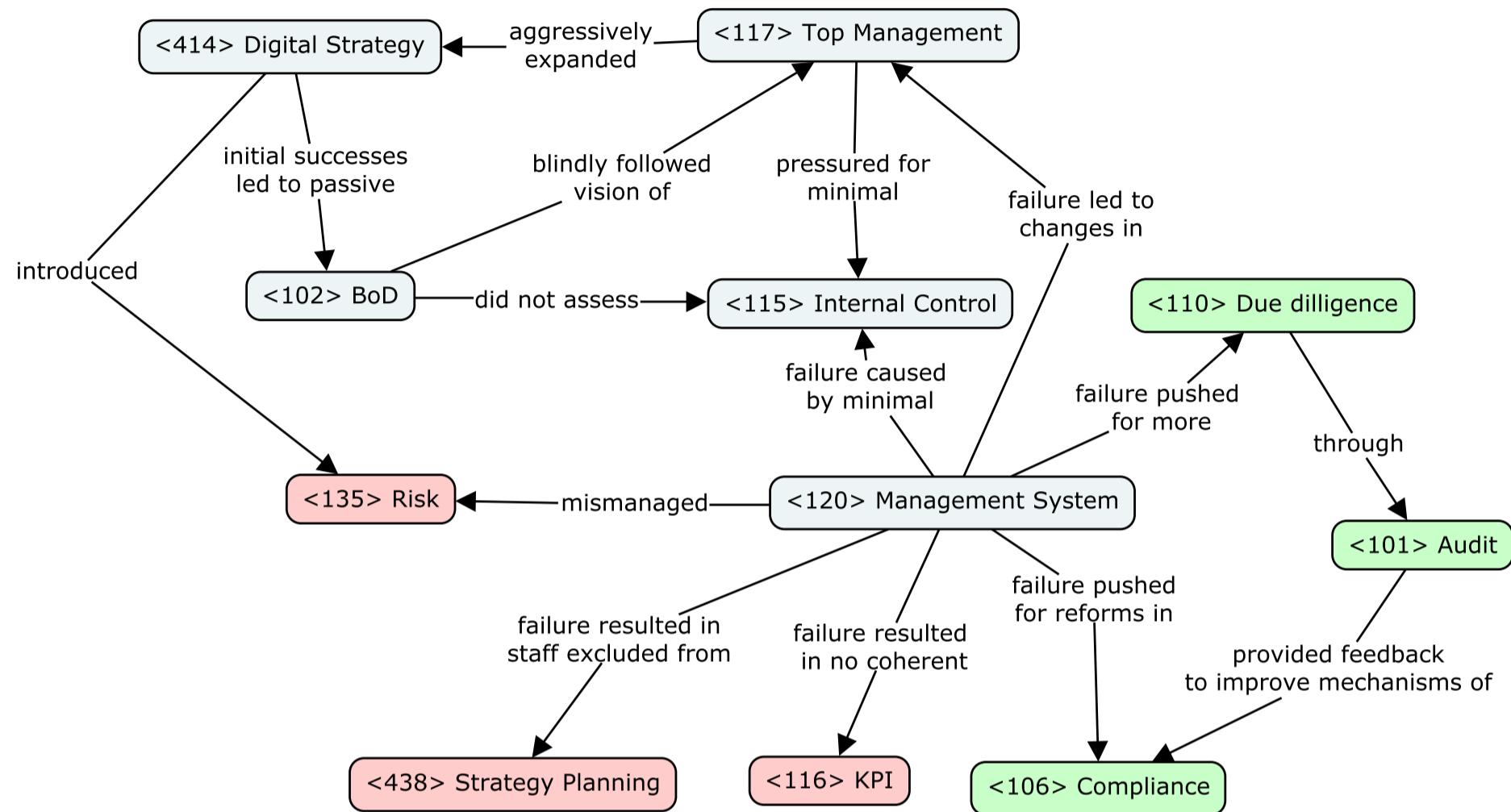
Q2.3 - Colonial Pipeline and the Long Weekend



Essay #1: Organizations, Governance, and Management

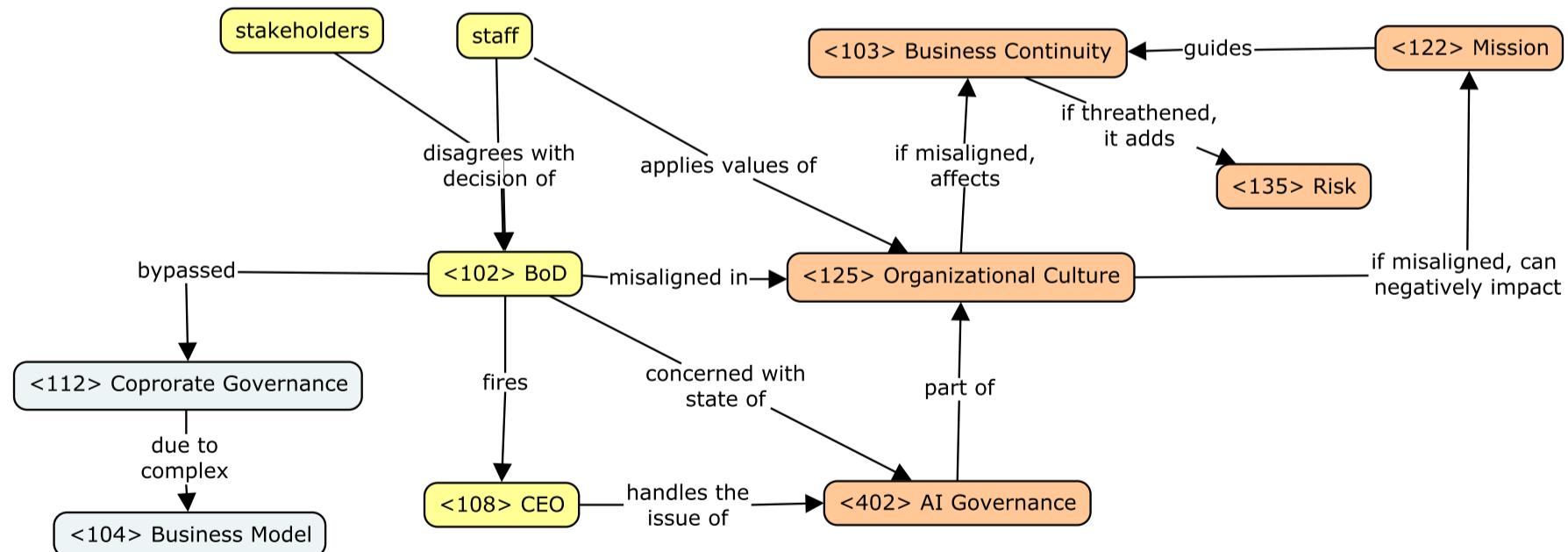
Q1.3

Story: 2.5 – “VisioRetail CEO Shuffle”

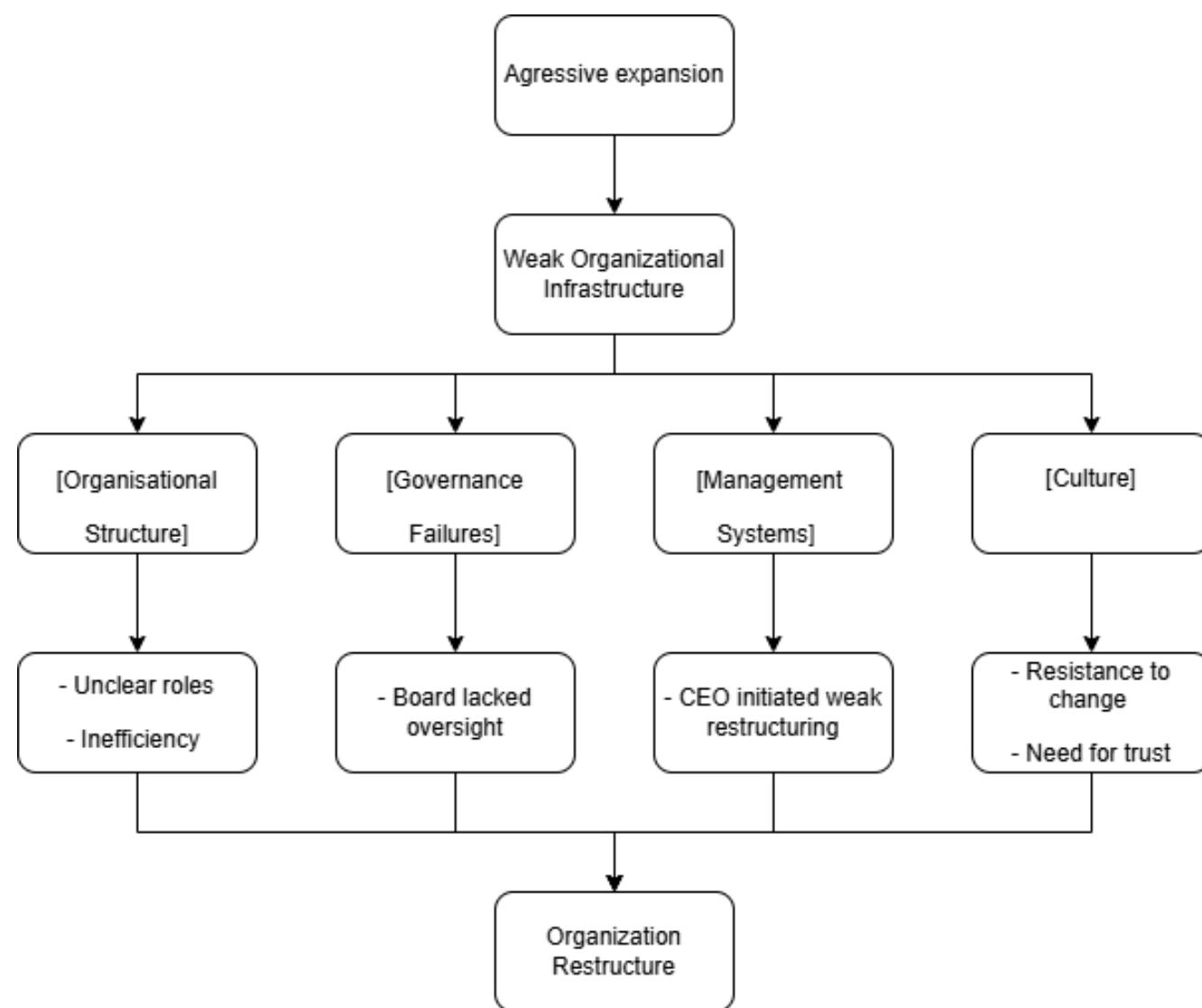


Q2.3

Case: <4> “OpenAI and the Boardroom Shockwave (2023)”



Q1.3



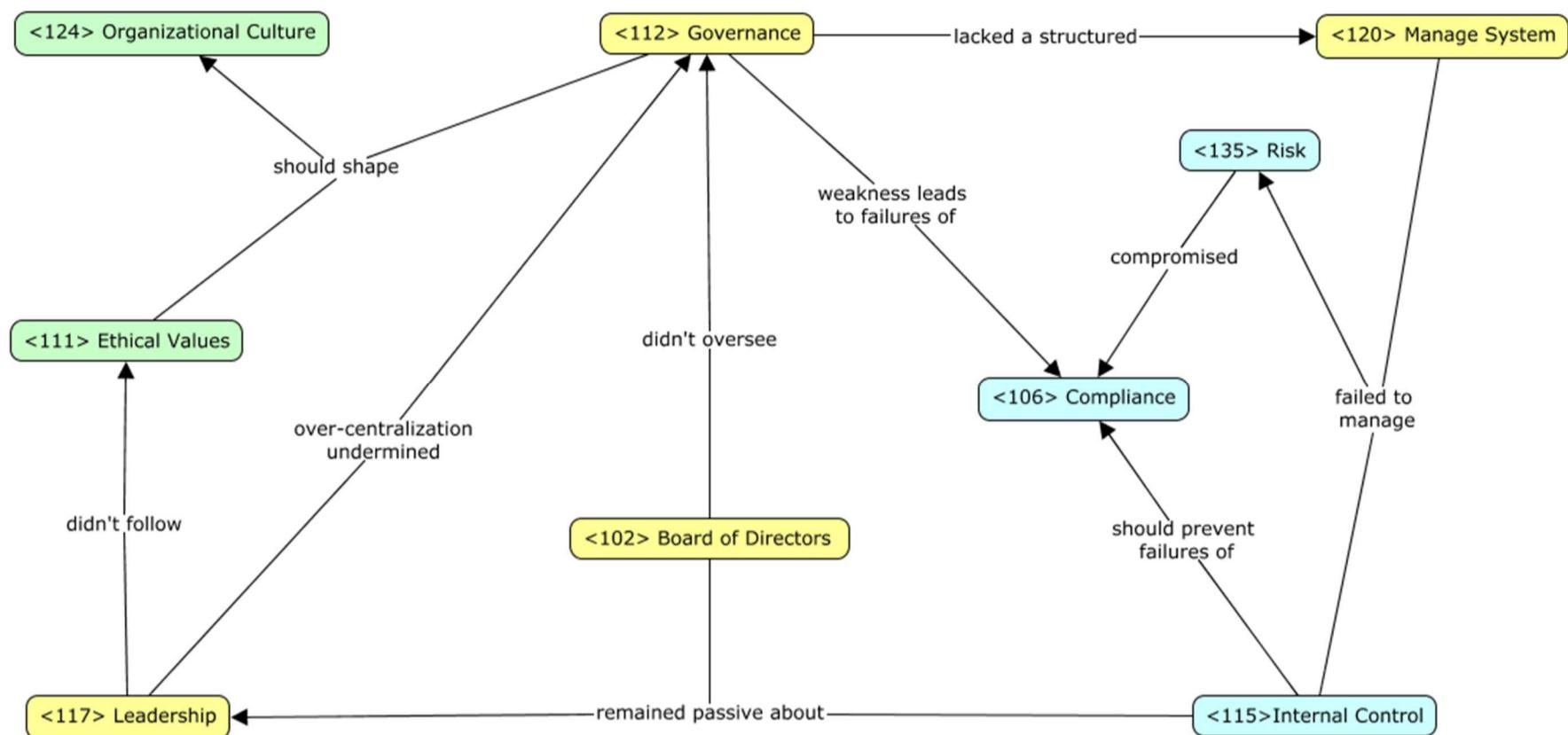
Q2.3

Essay 1

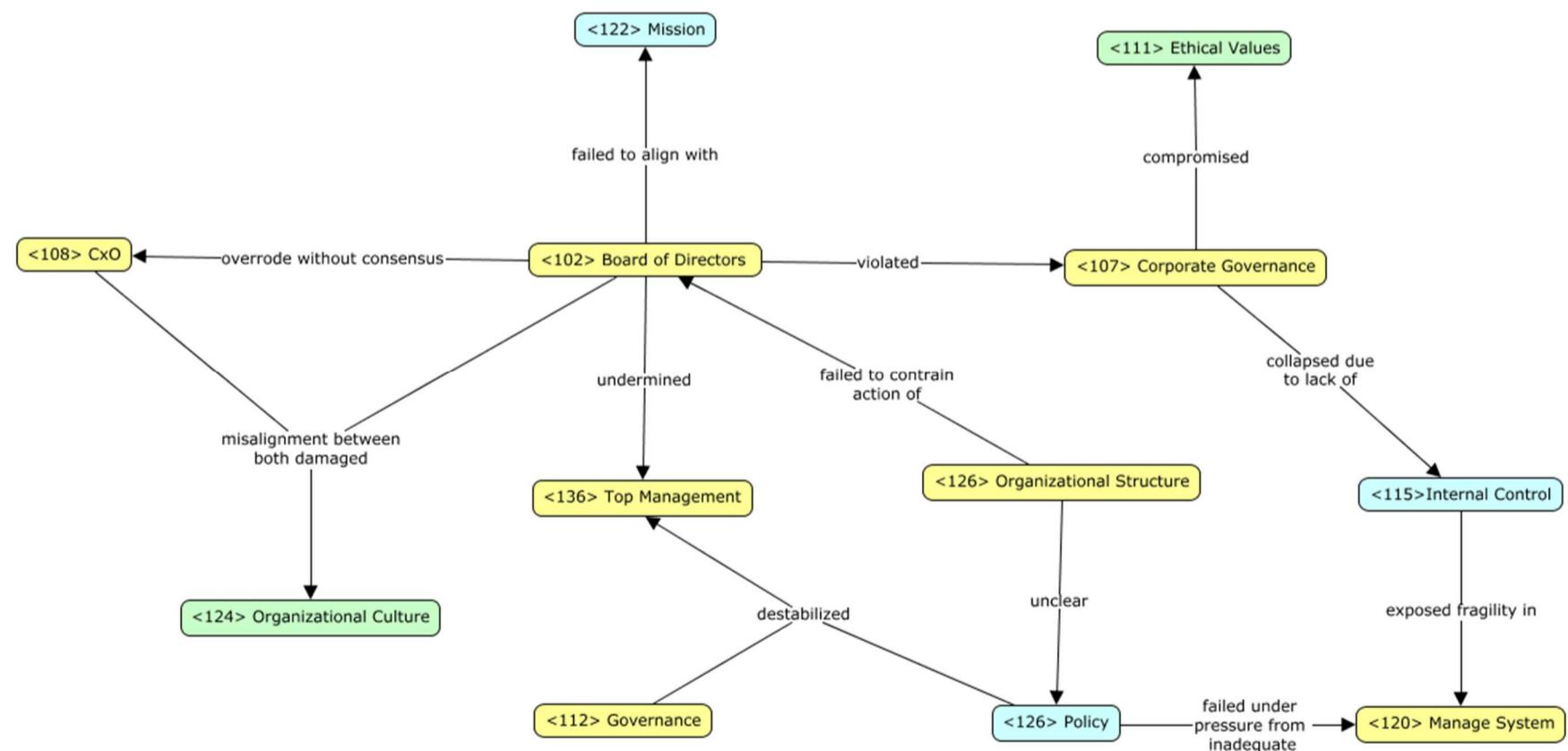
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Number: 103600

Q1.3:



Q2.3:

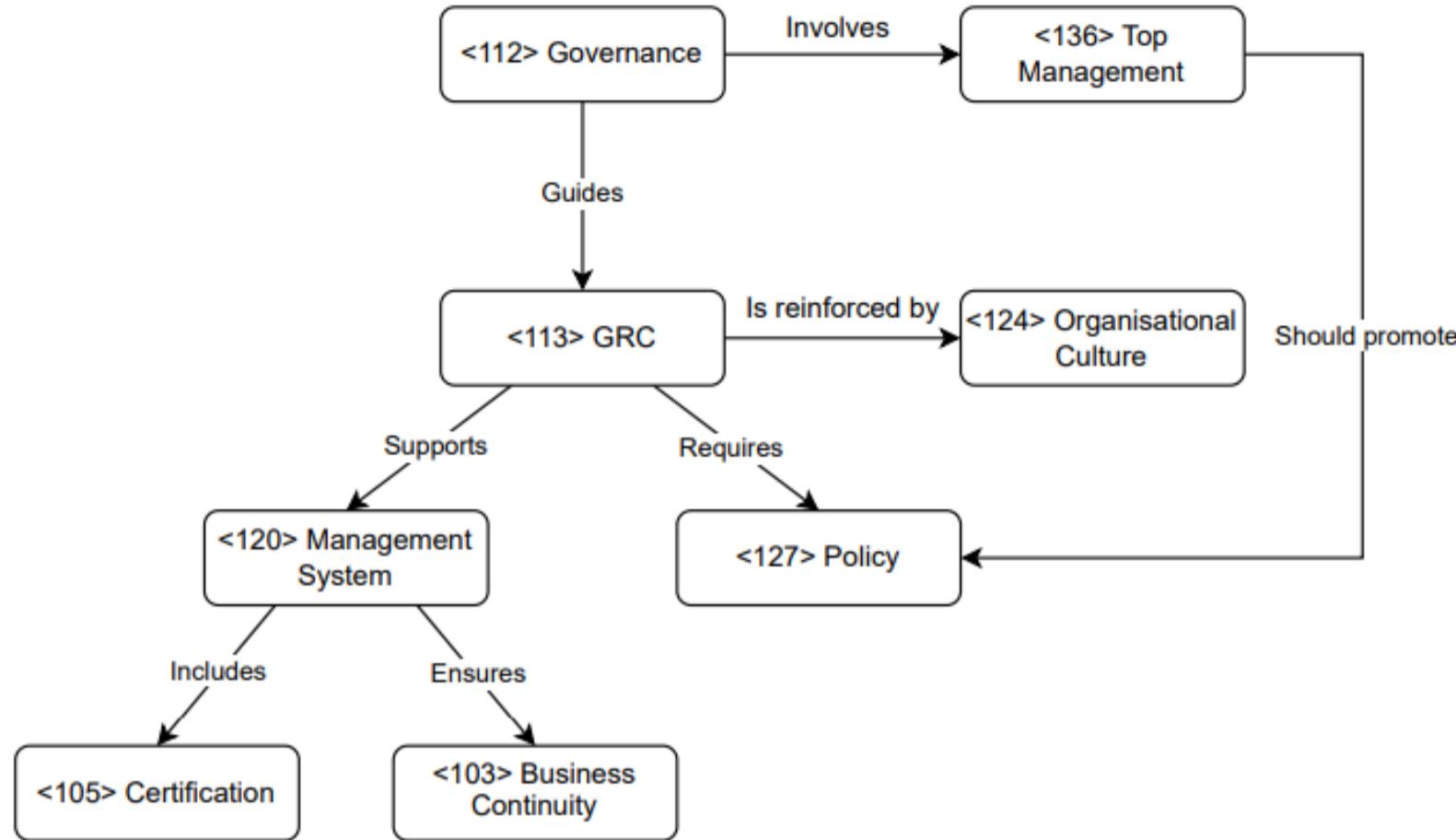


SGSI 25/26 – E1

Pedro Tavares – 103603

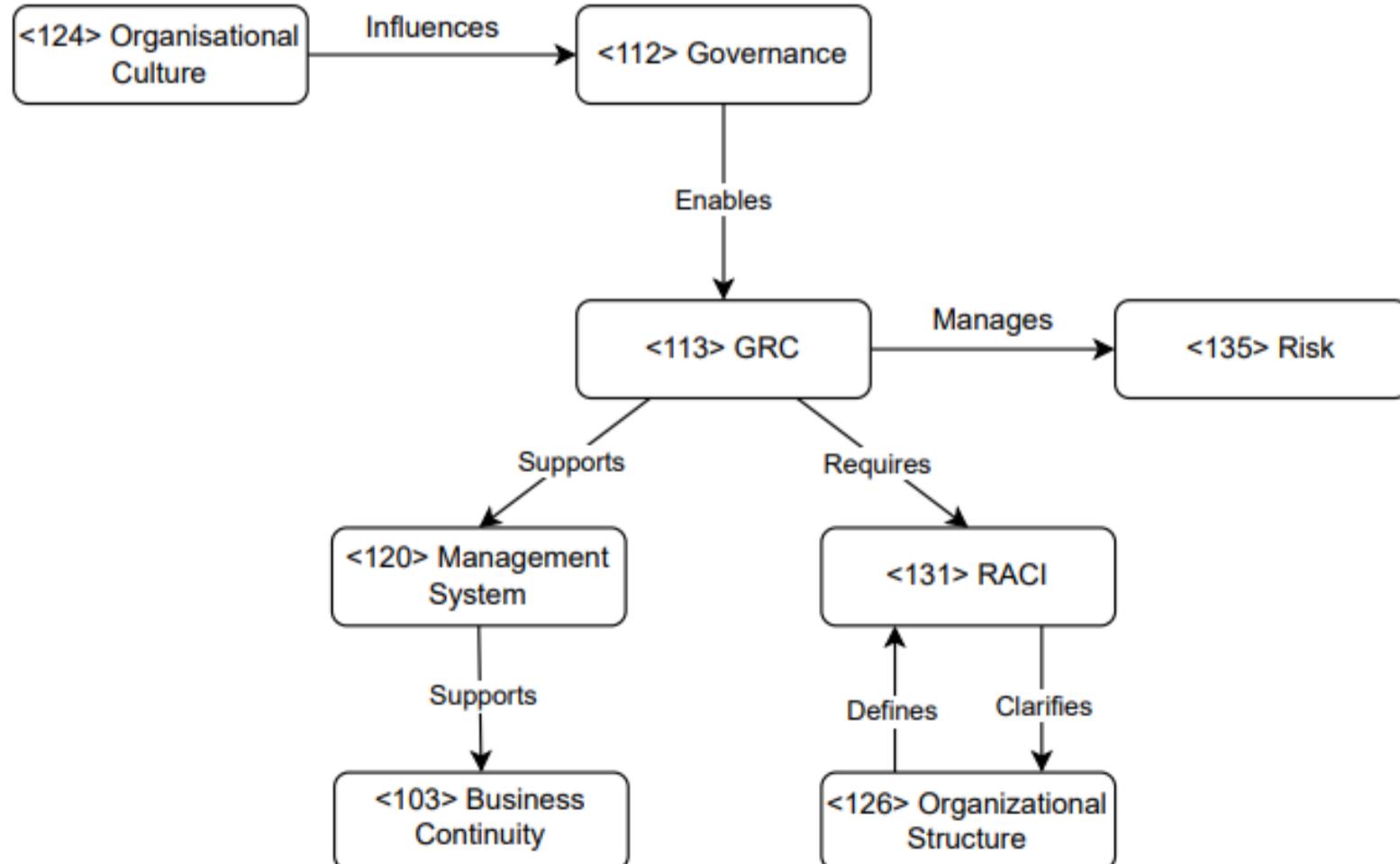
Q1.3

Story: 2.1 Story: ArcoMed cloud-first



Q2.3

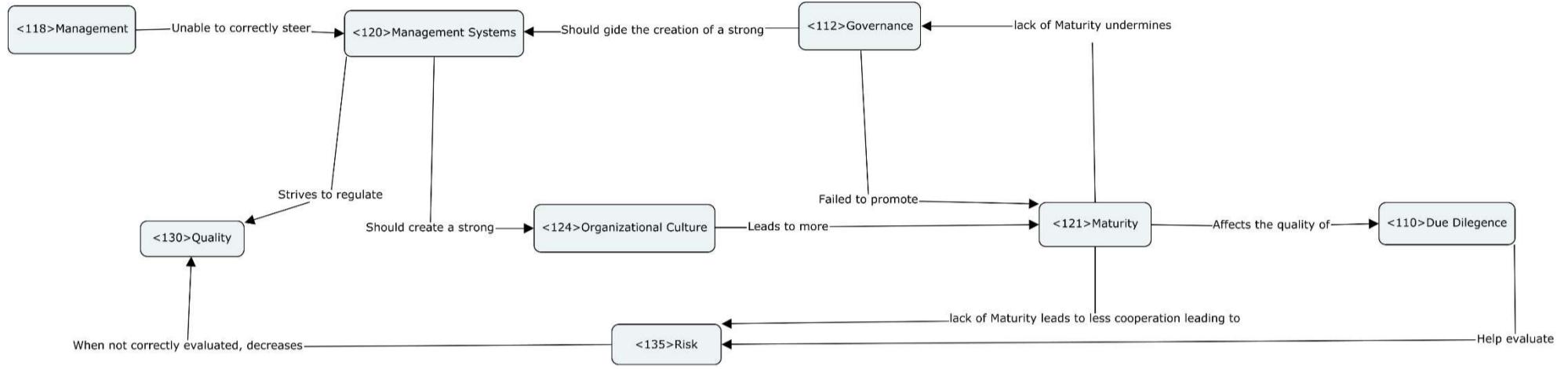
Case: 6. The SEF Migration Debacle



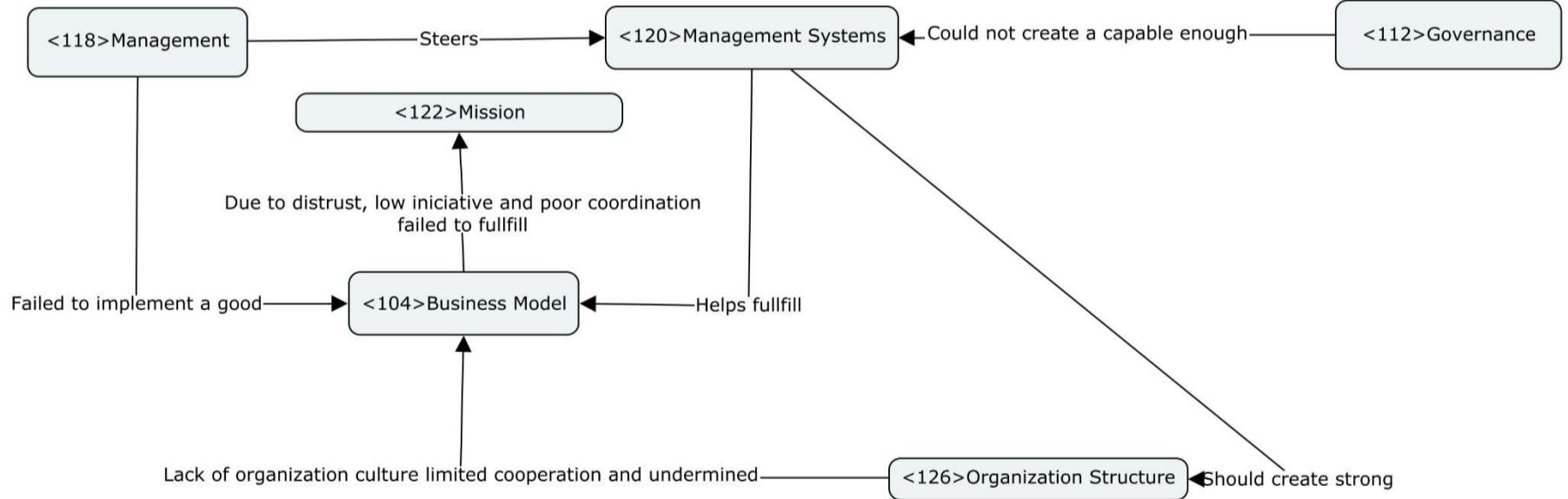
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Pedro da Silva Letra

Q1.3

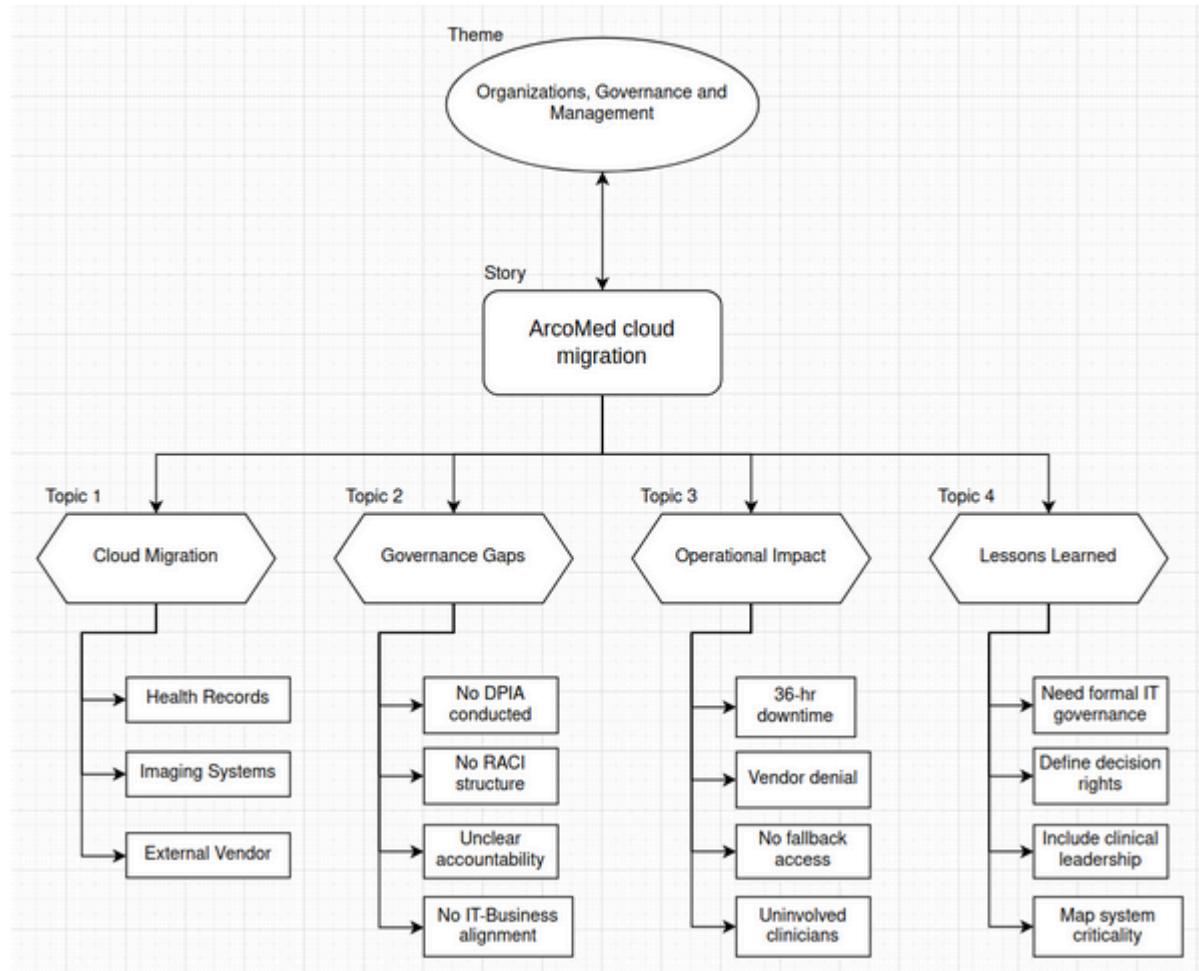


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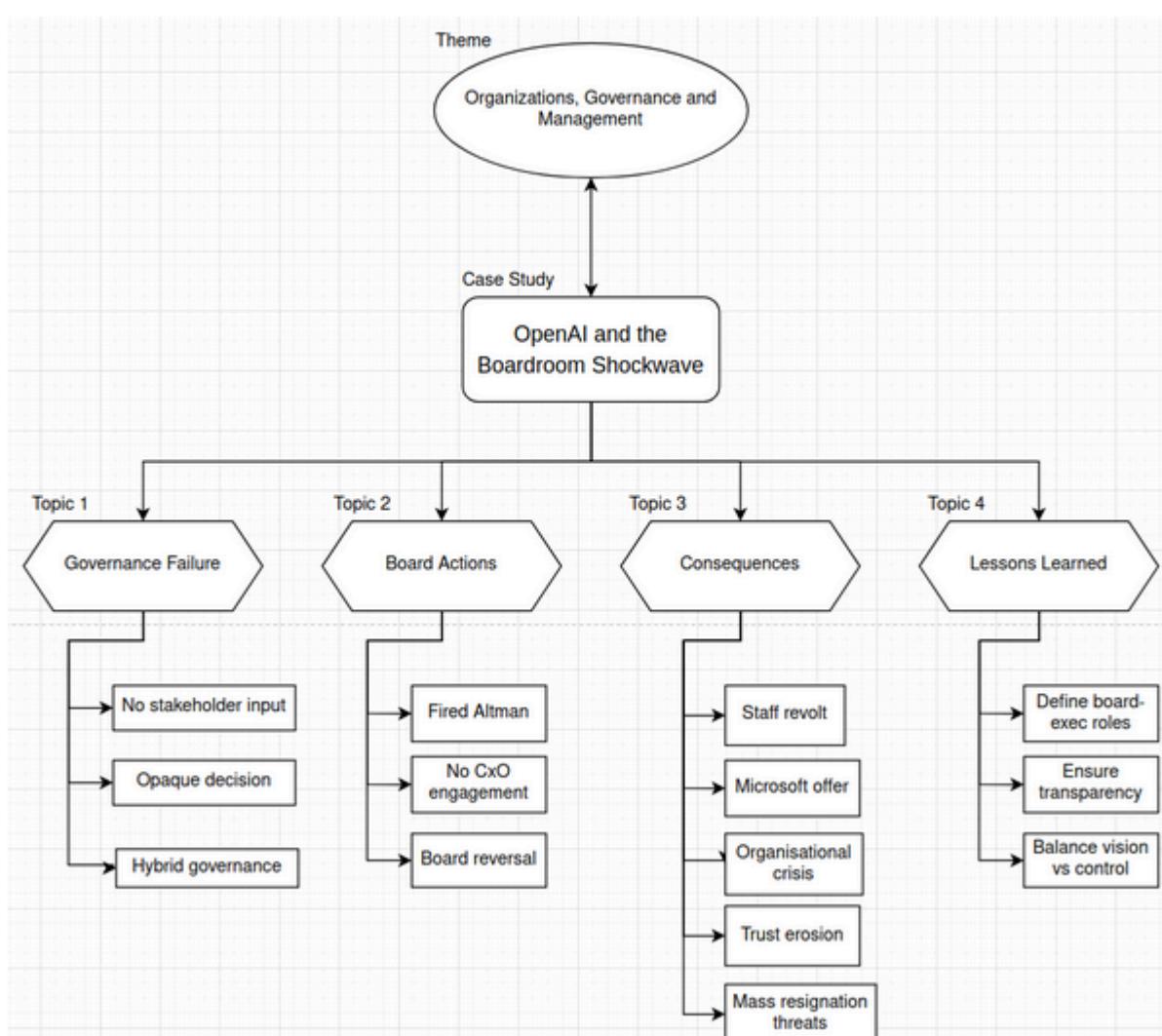


Essay 1: Organizations, Governance, and Management

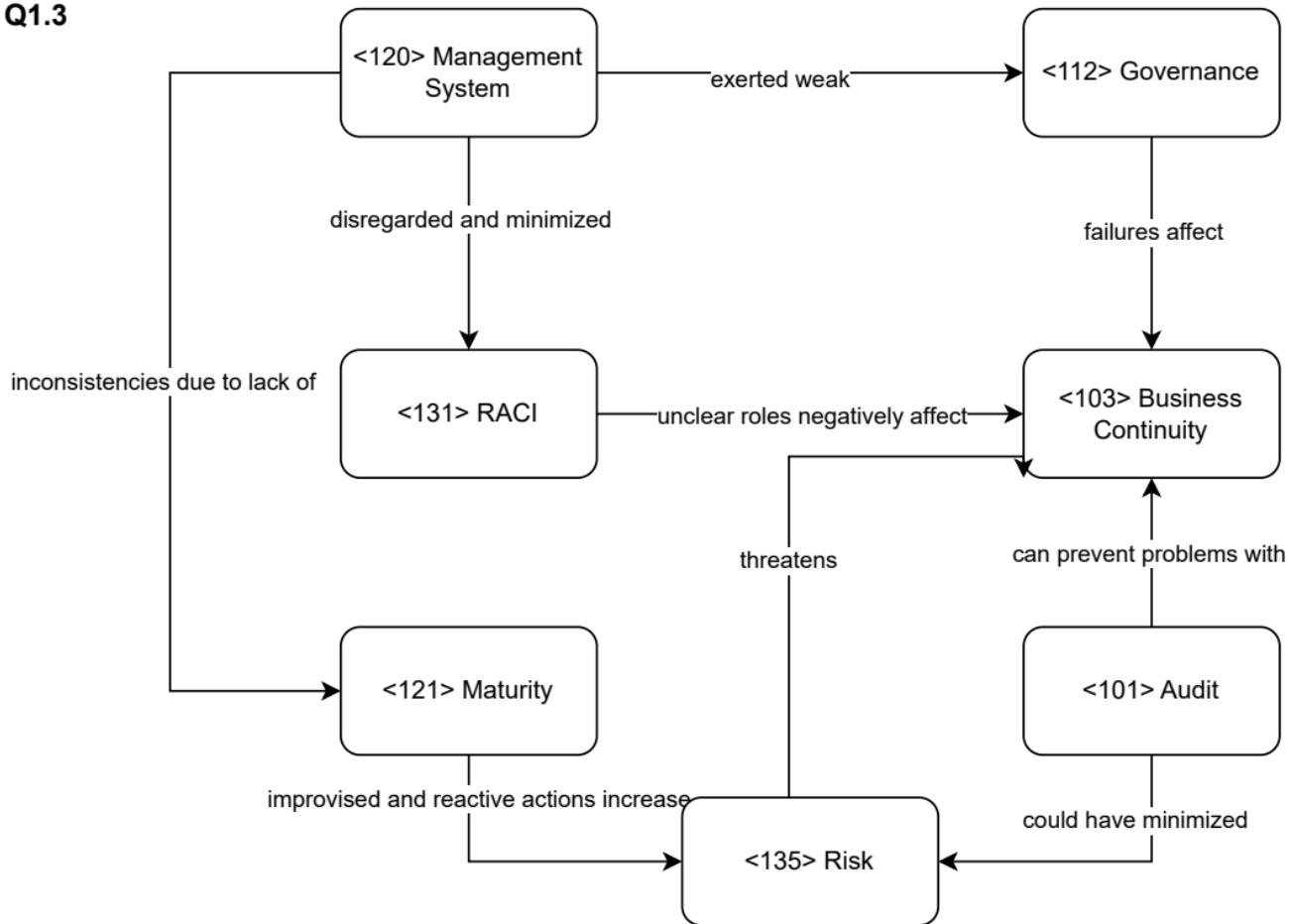
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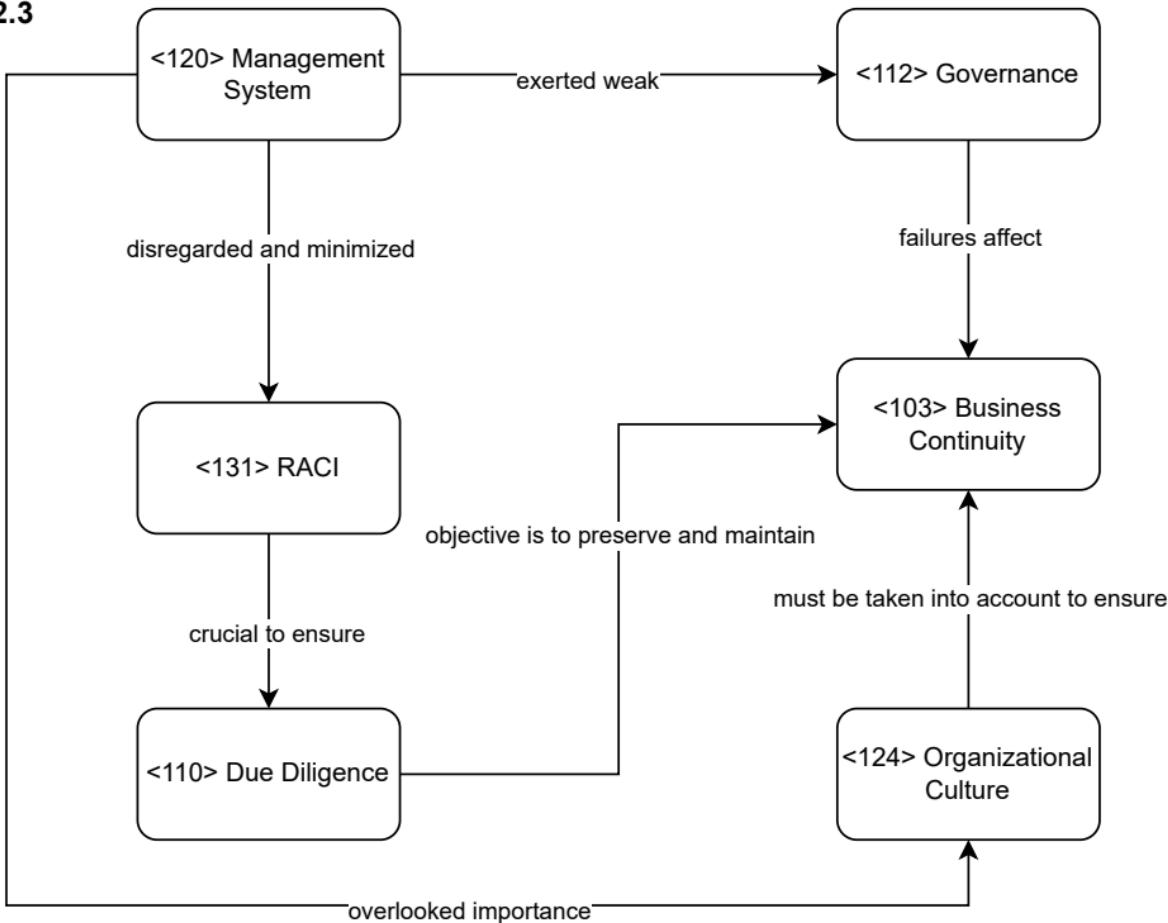
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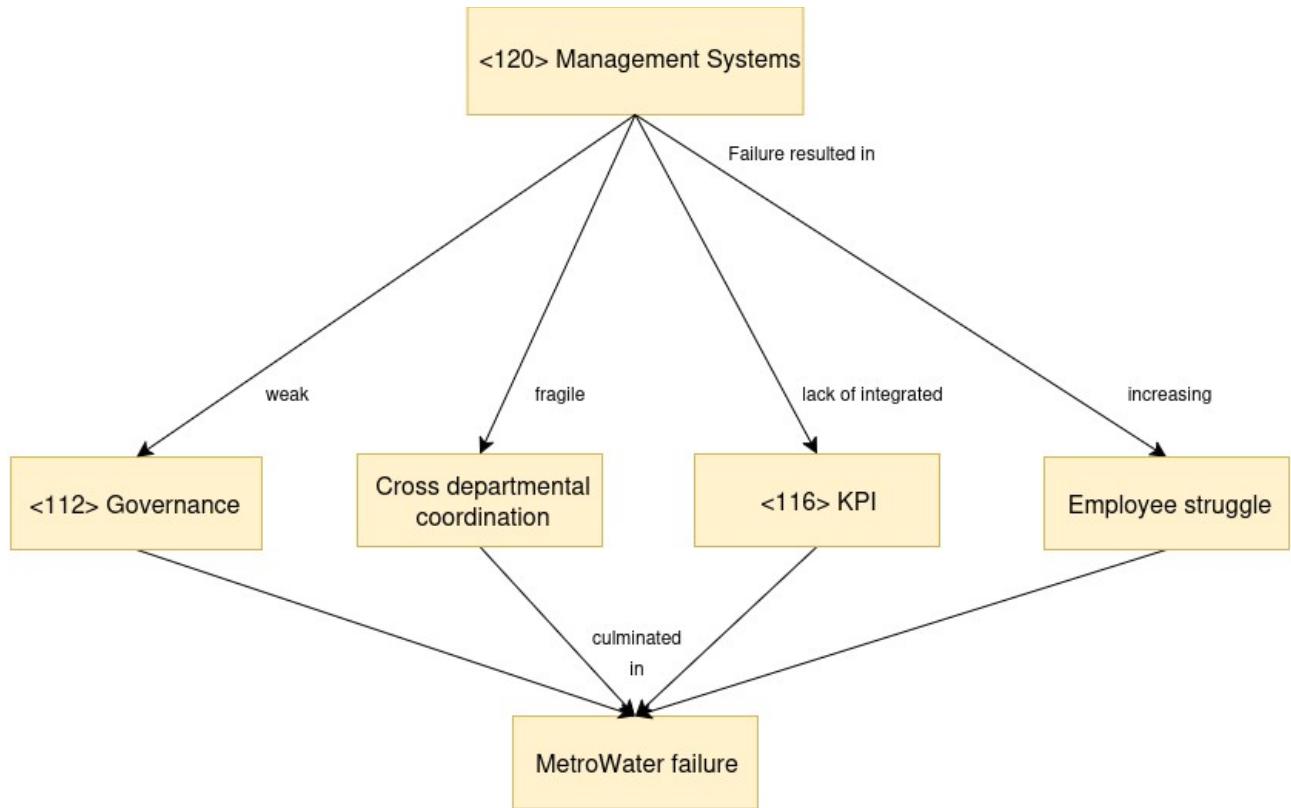
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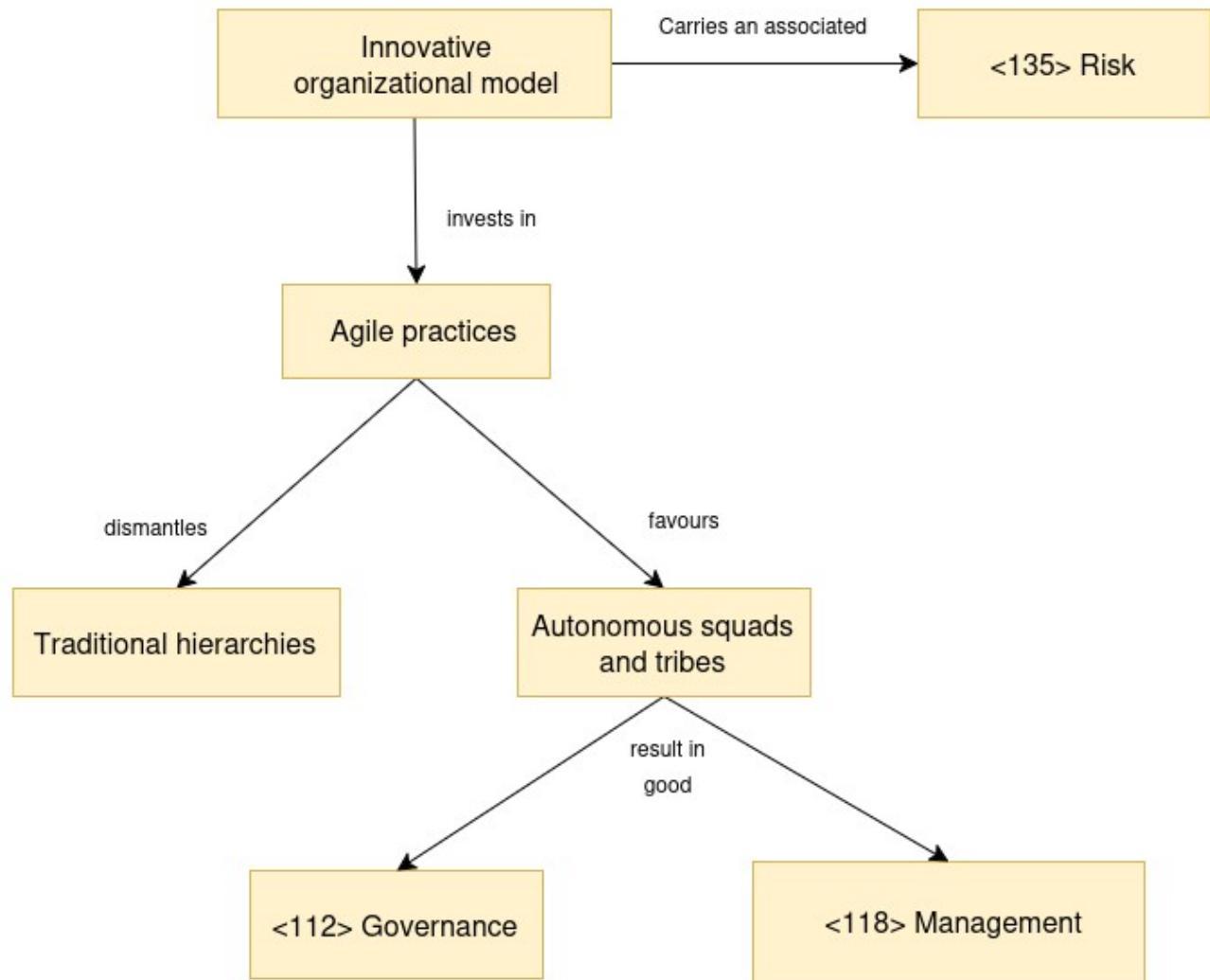
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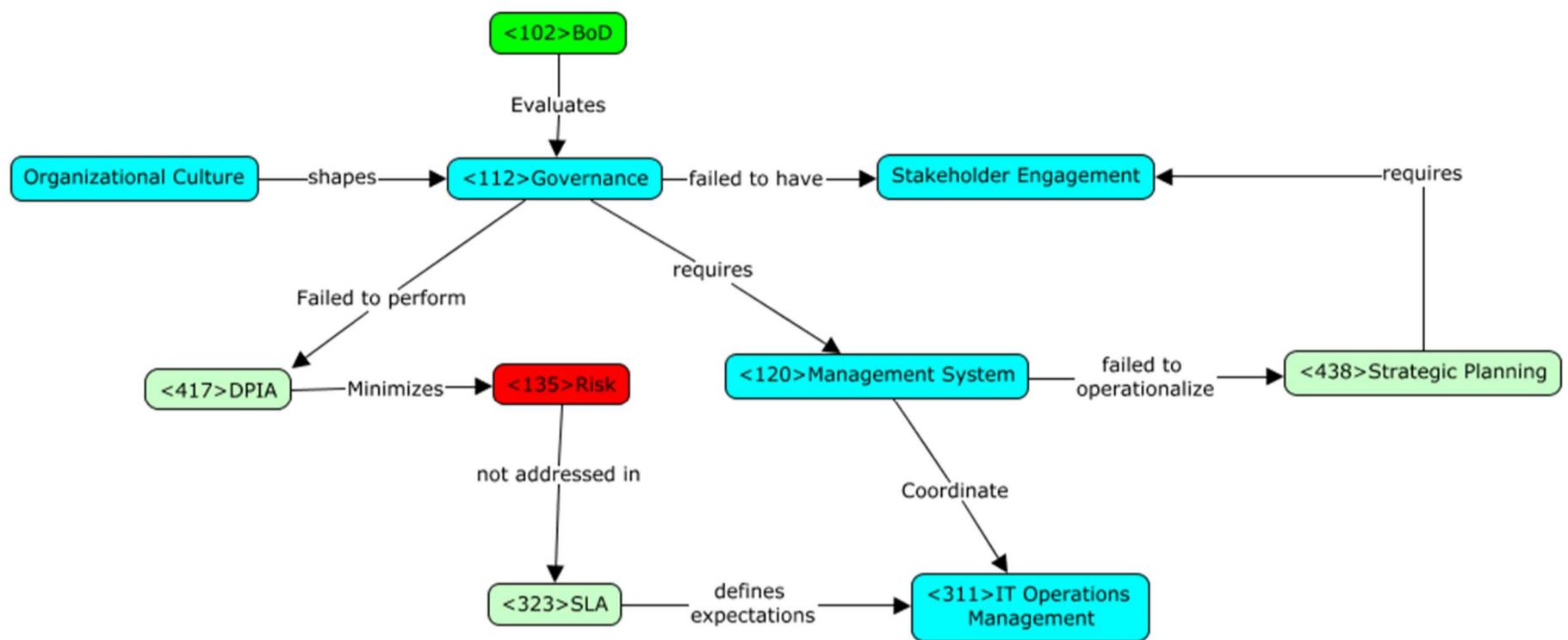
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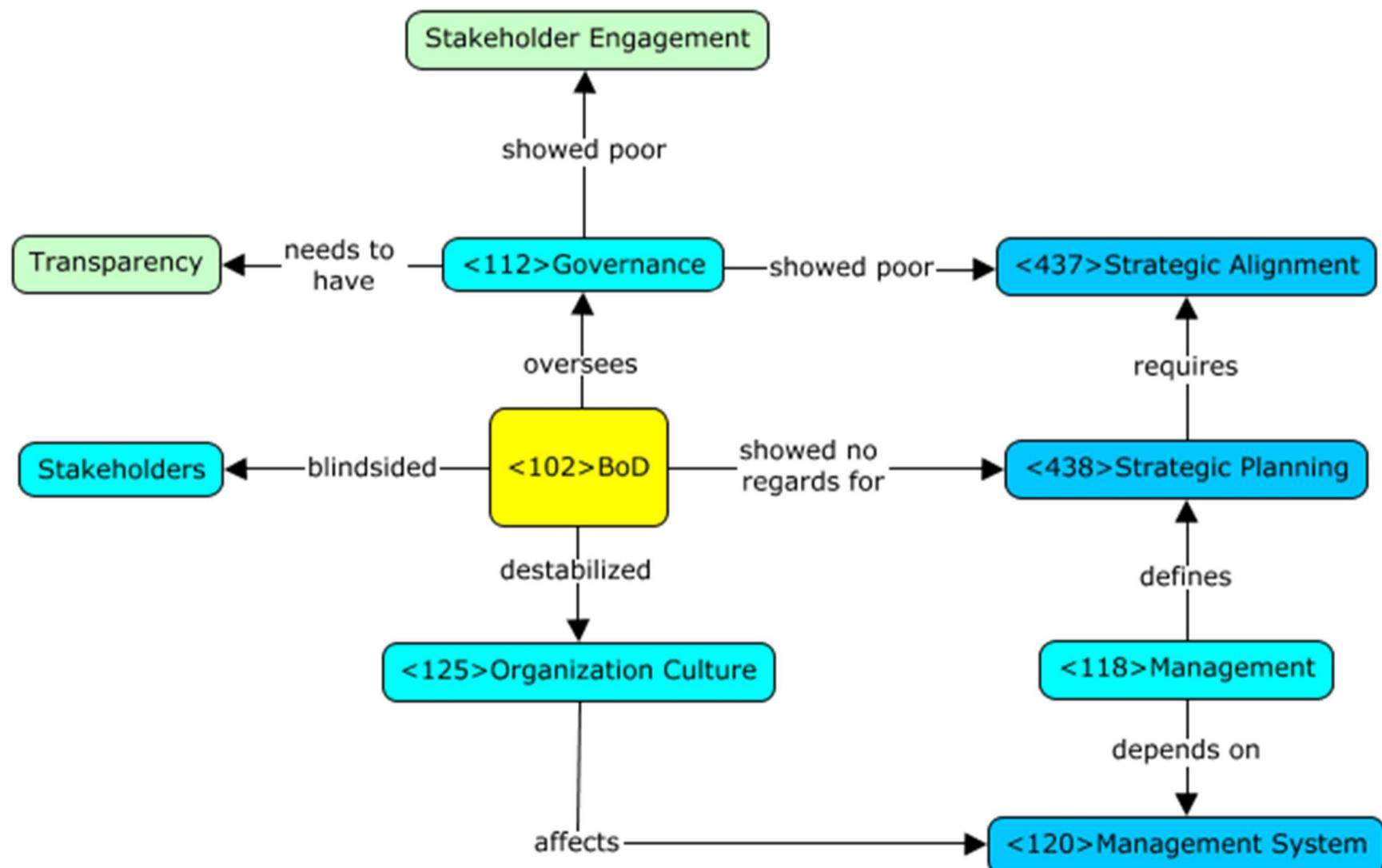
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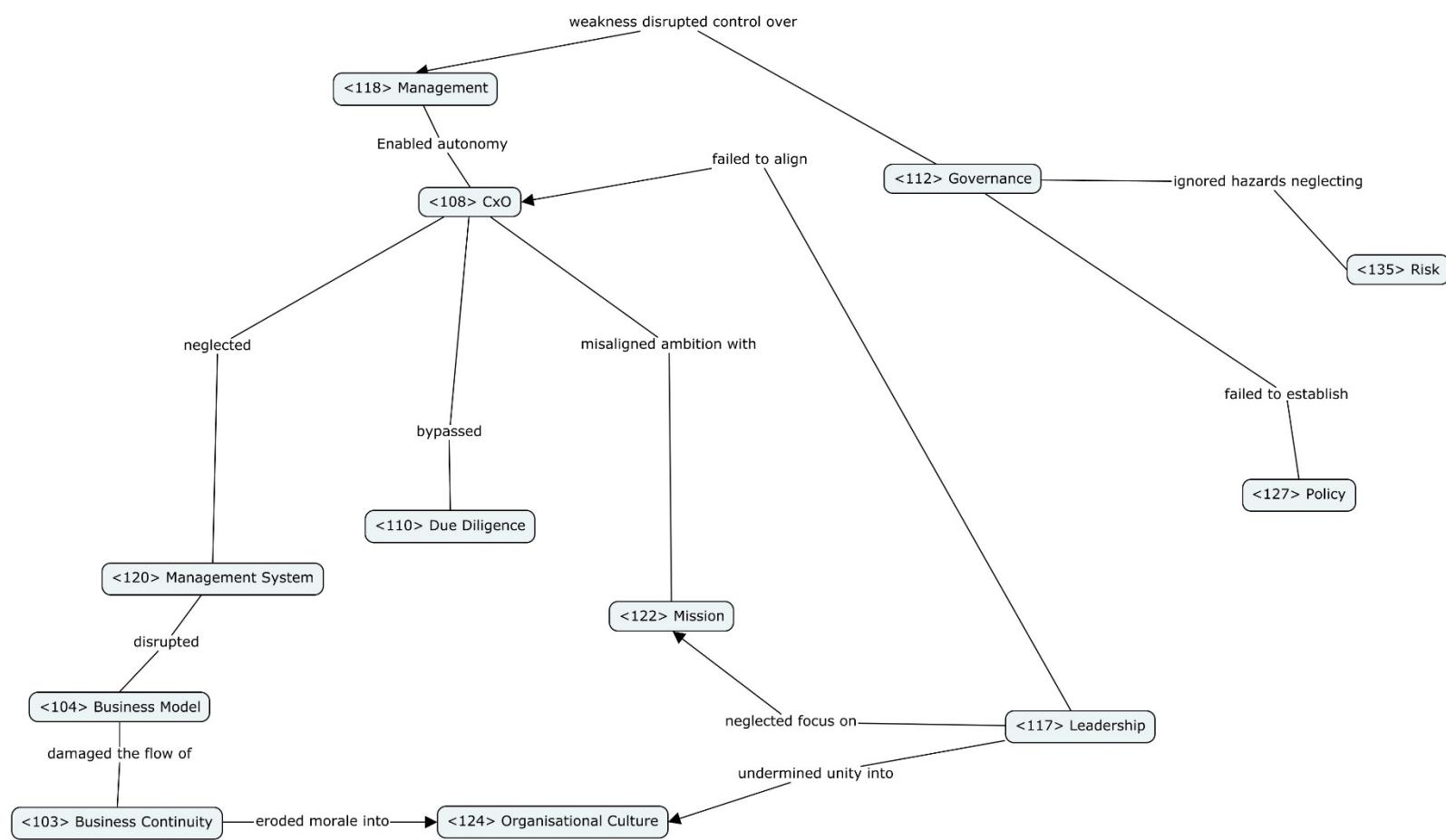
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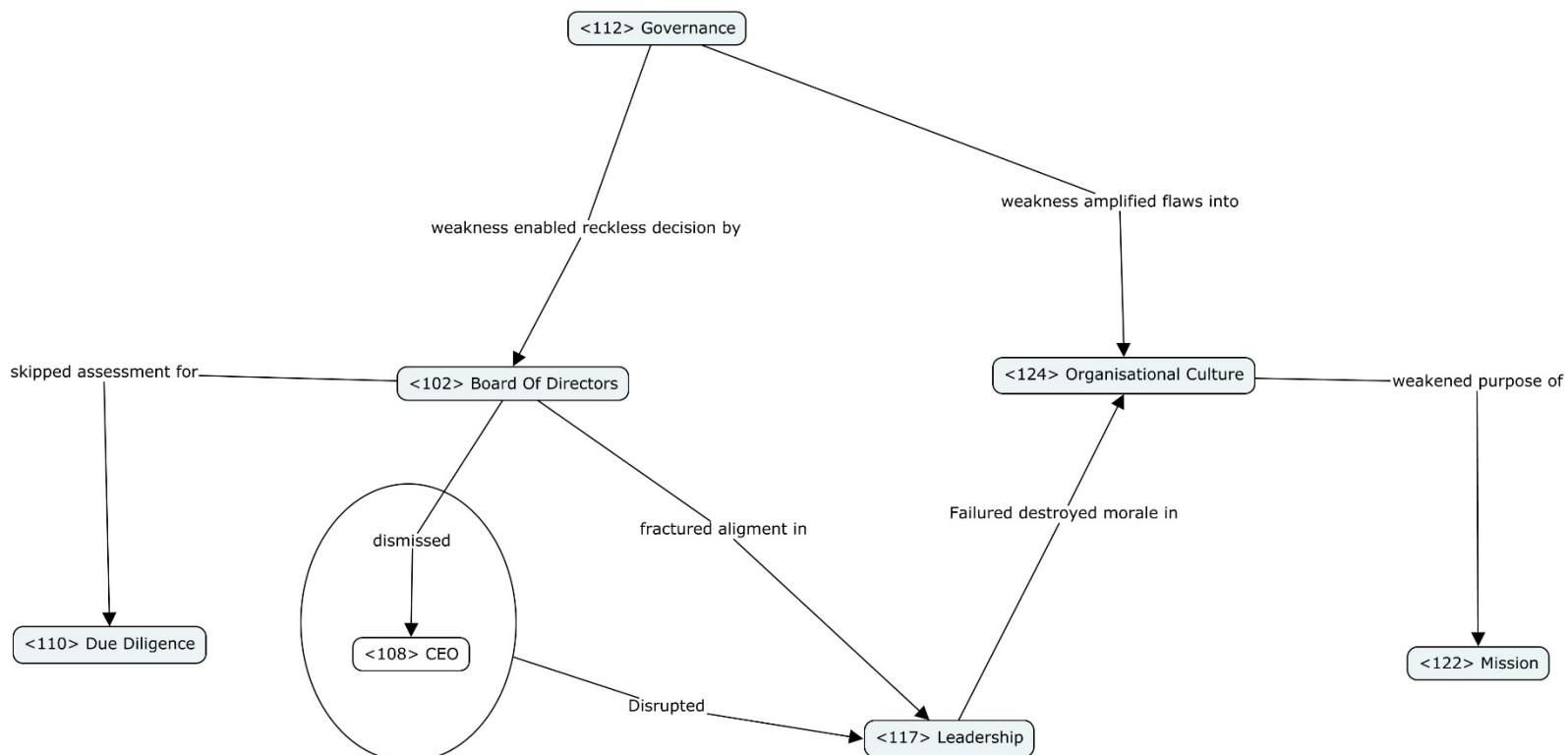
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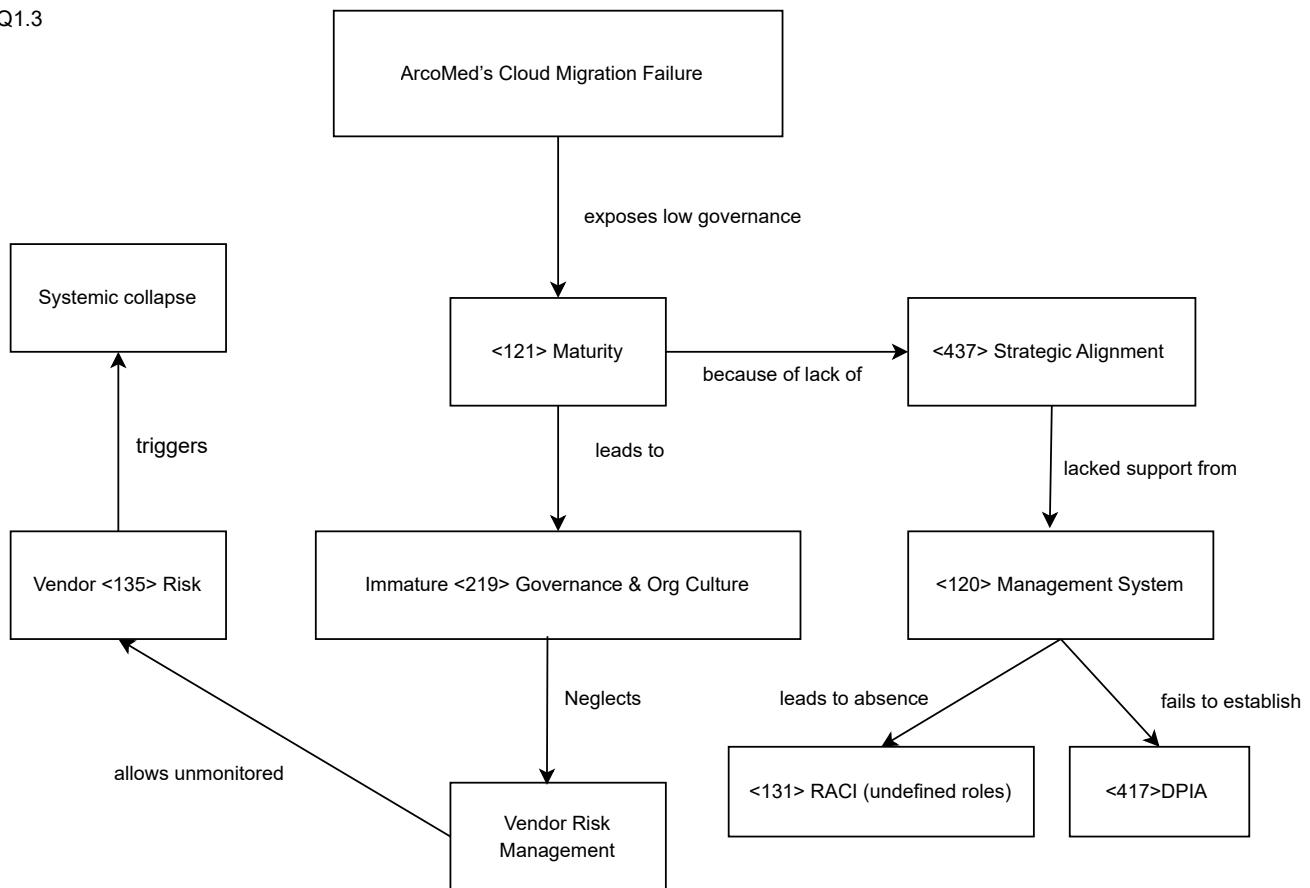
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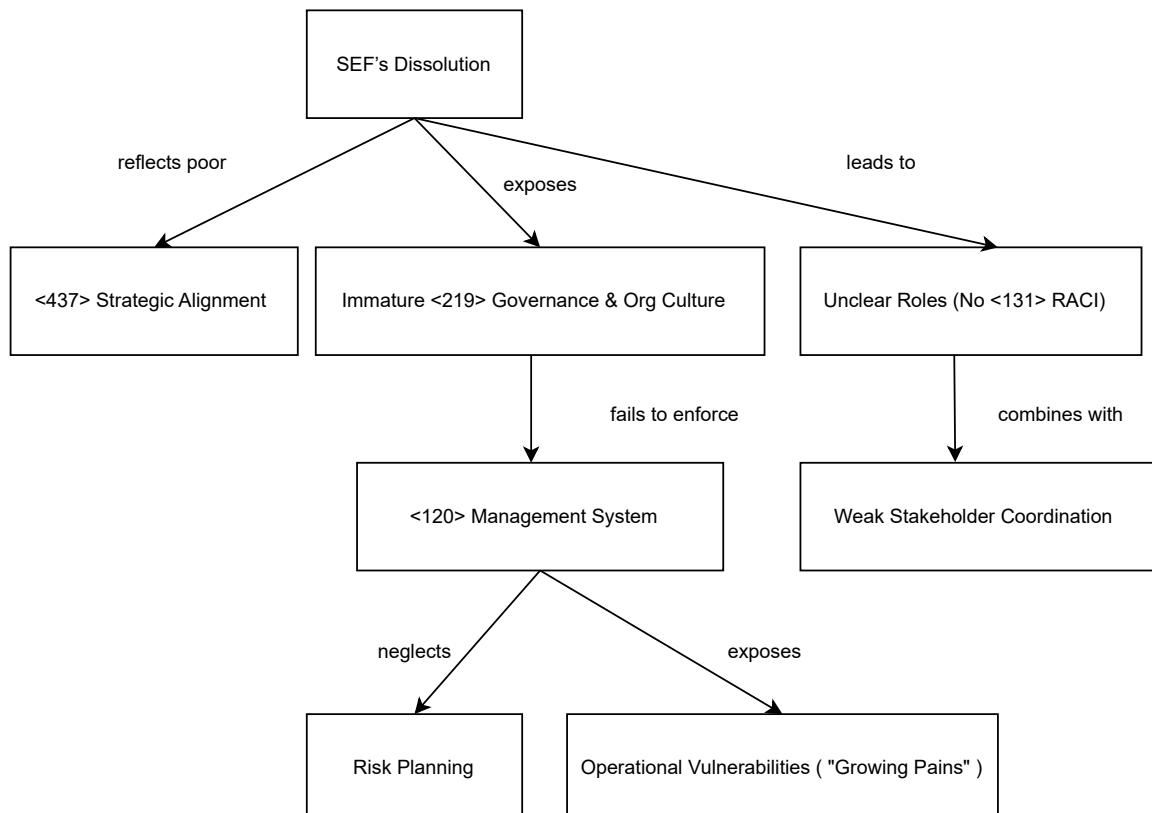
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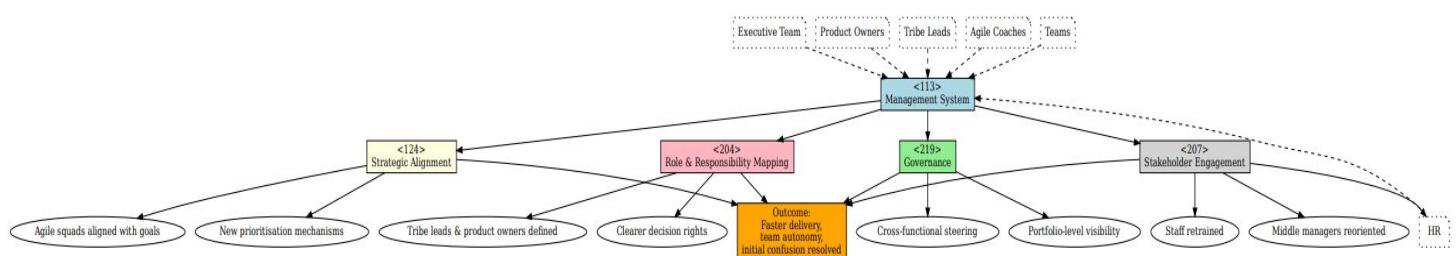
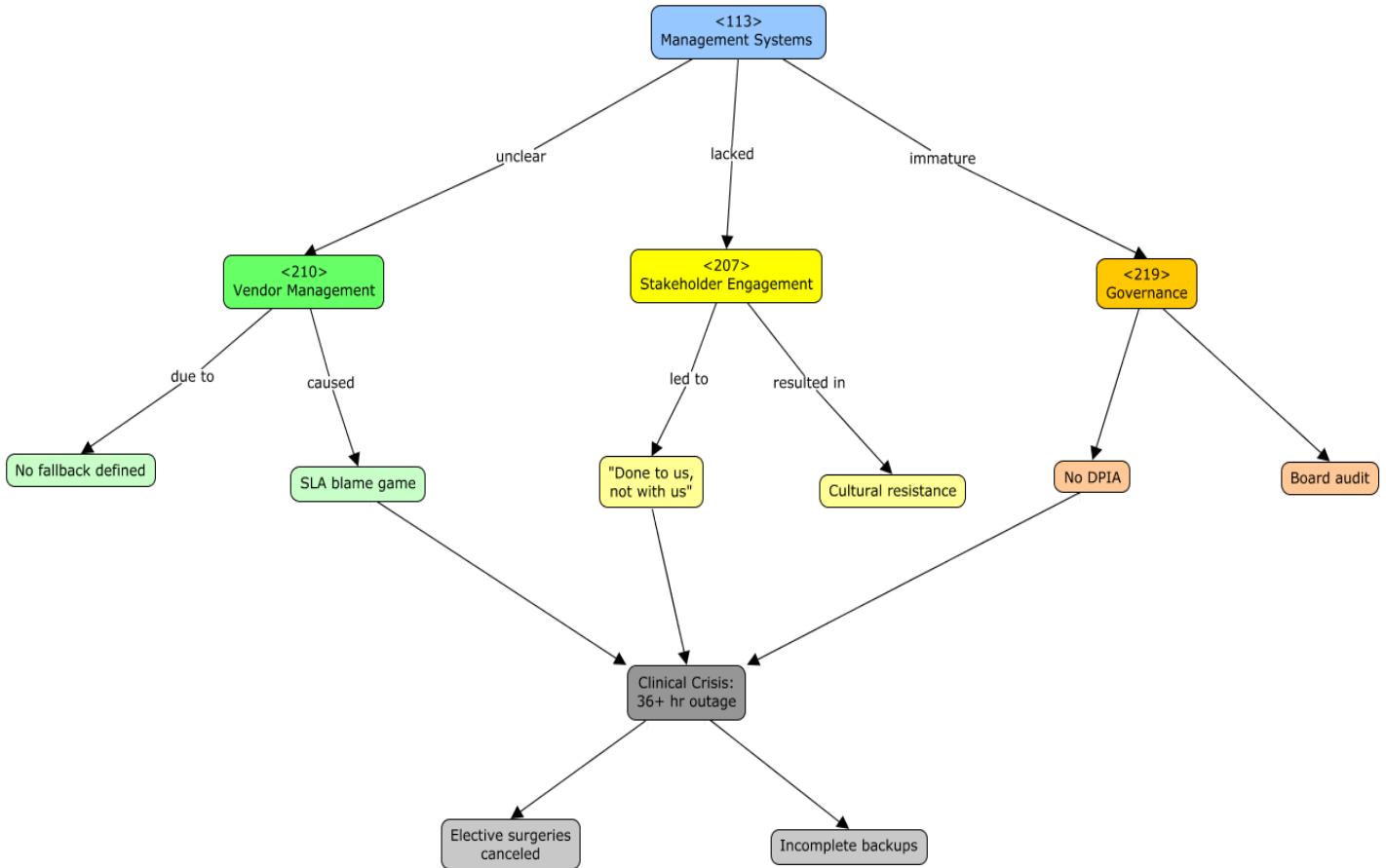
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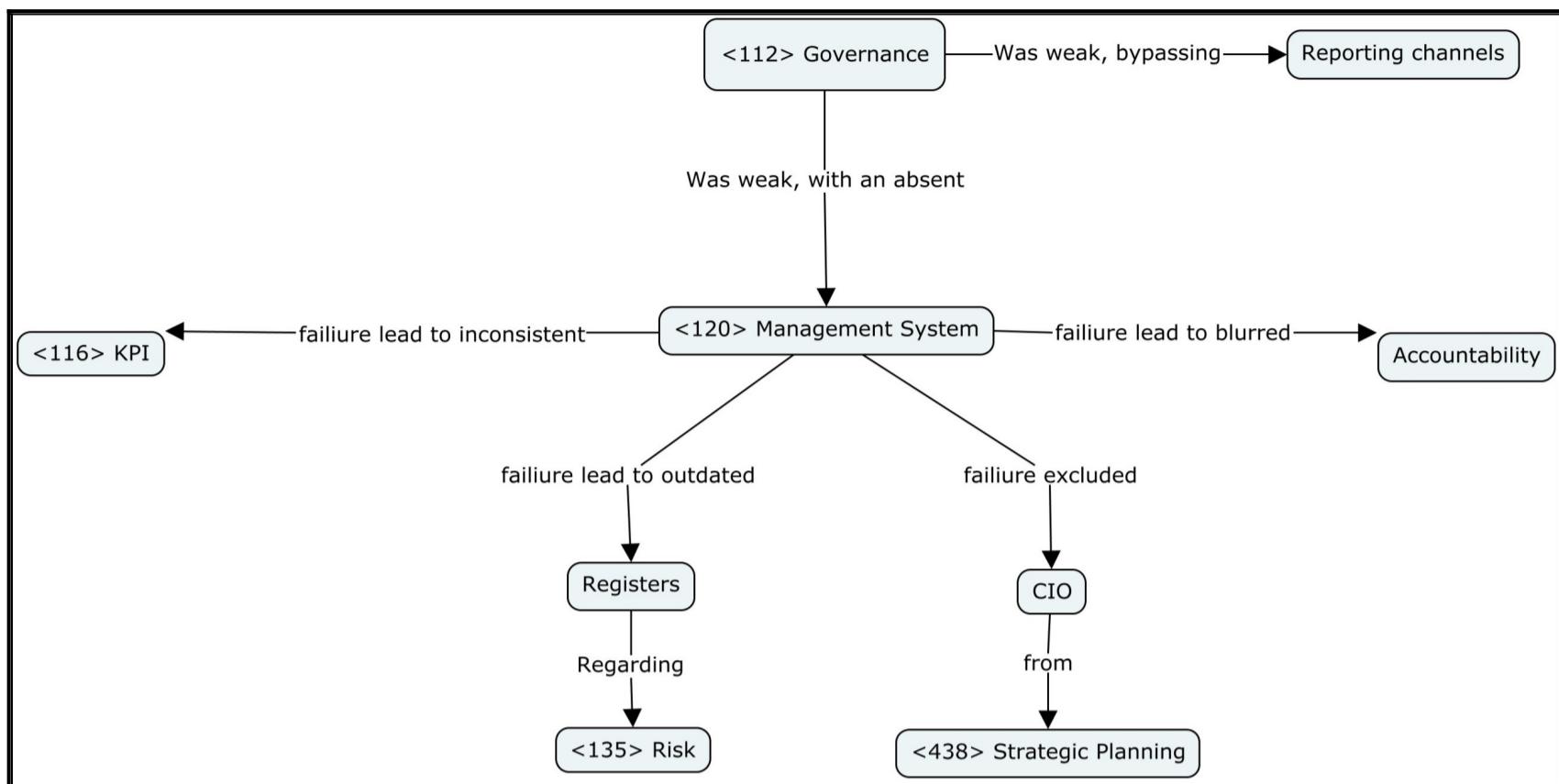
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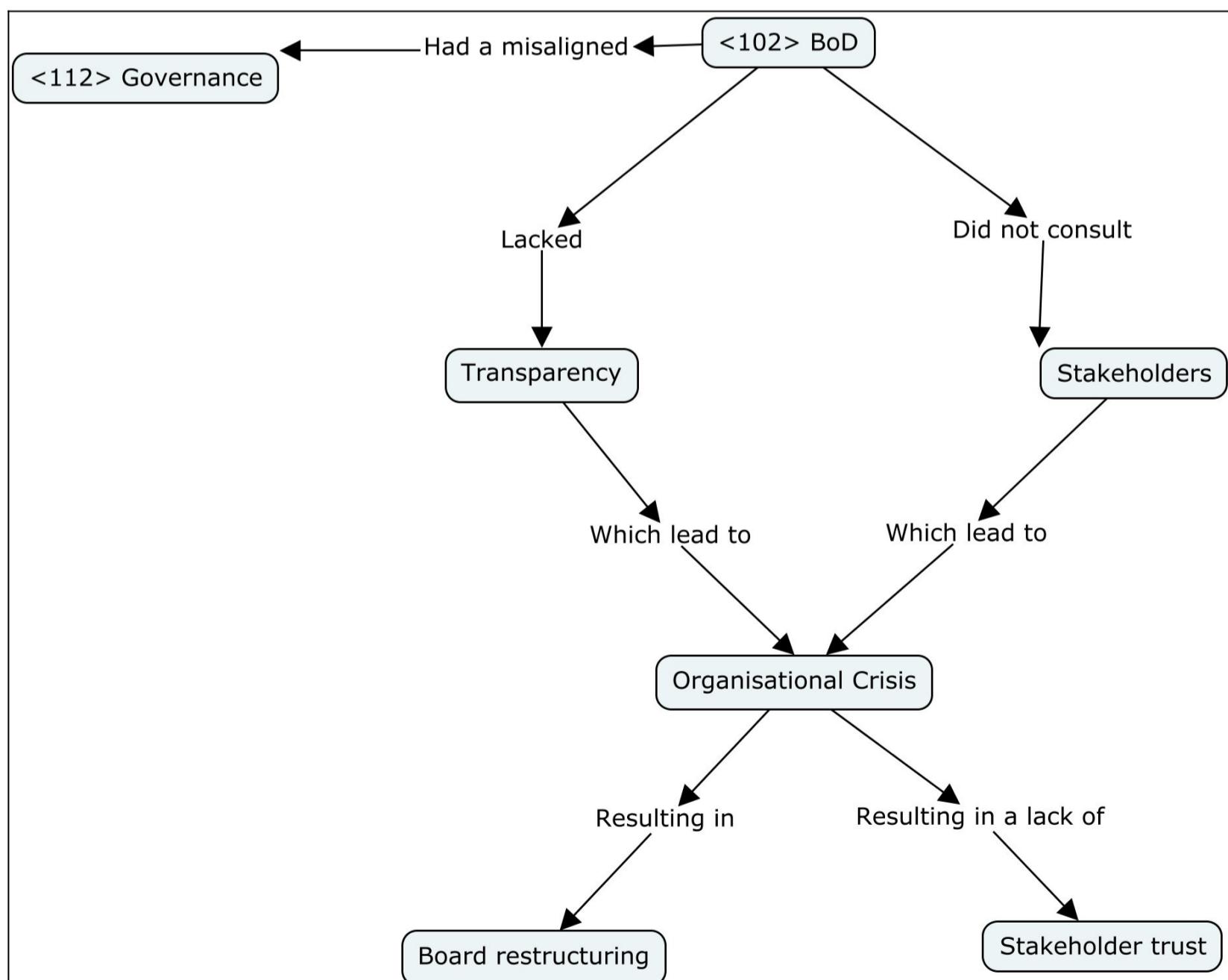
Luis Barros 103770

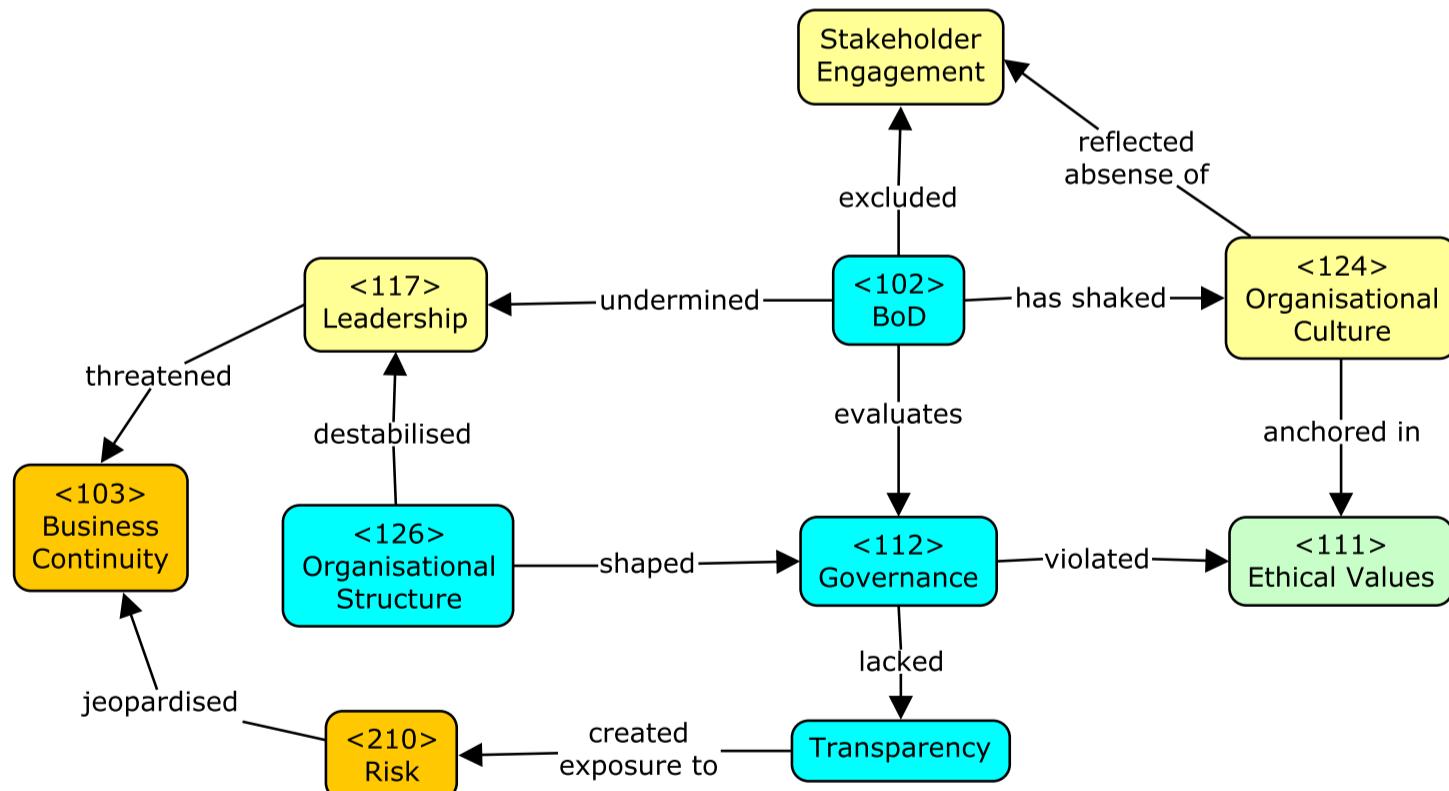
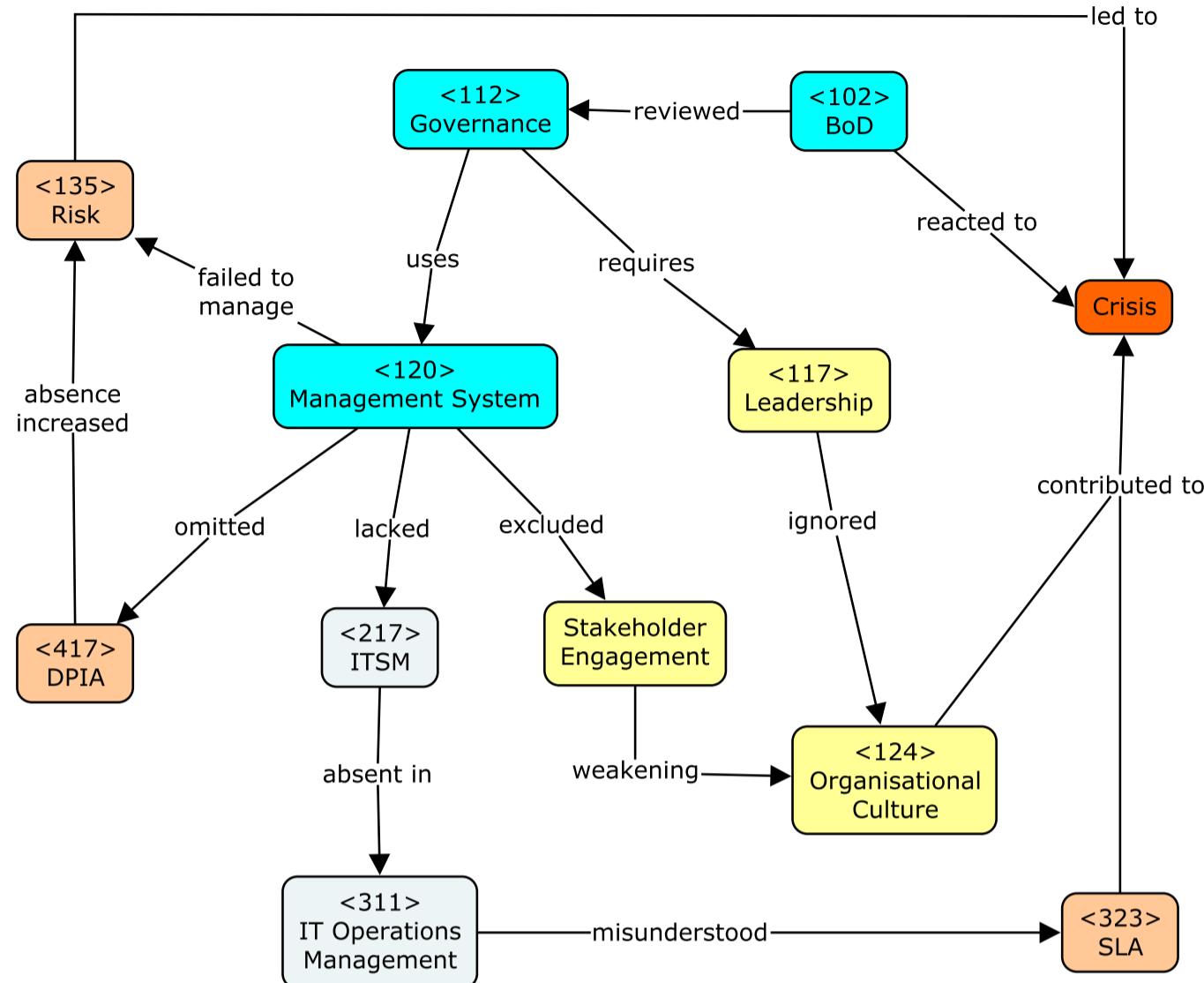


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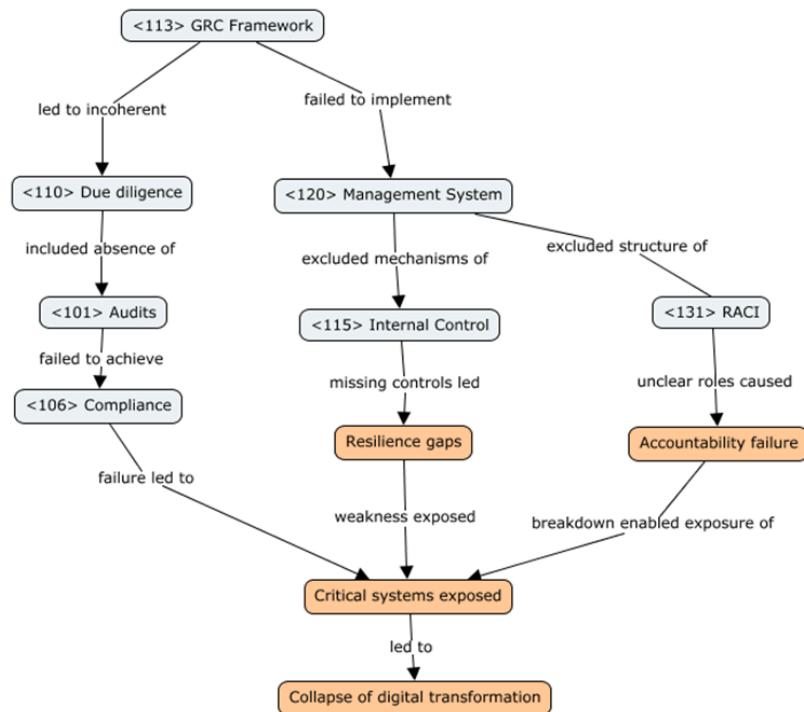


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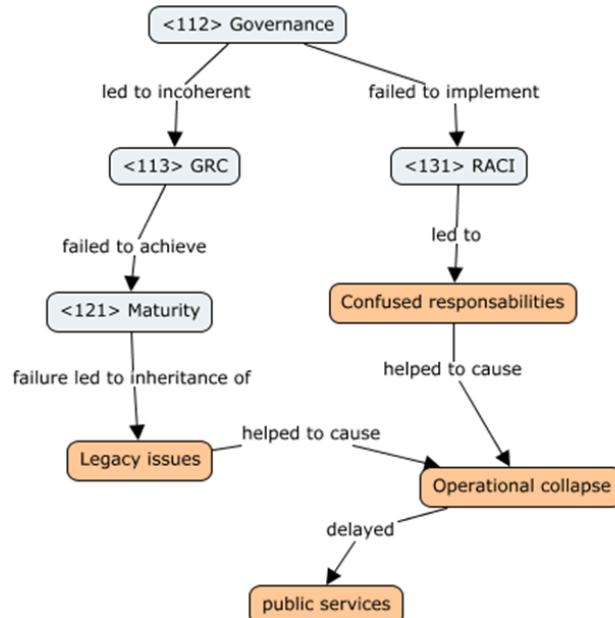




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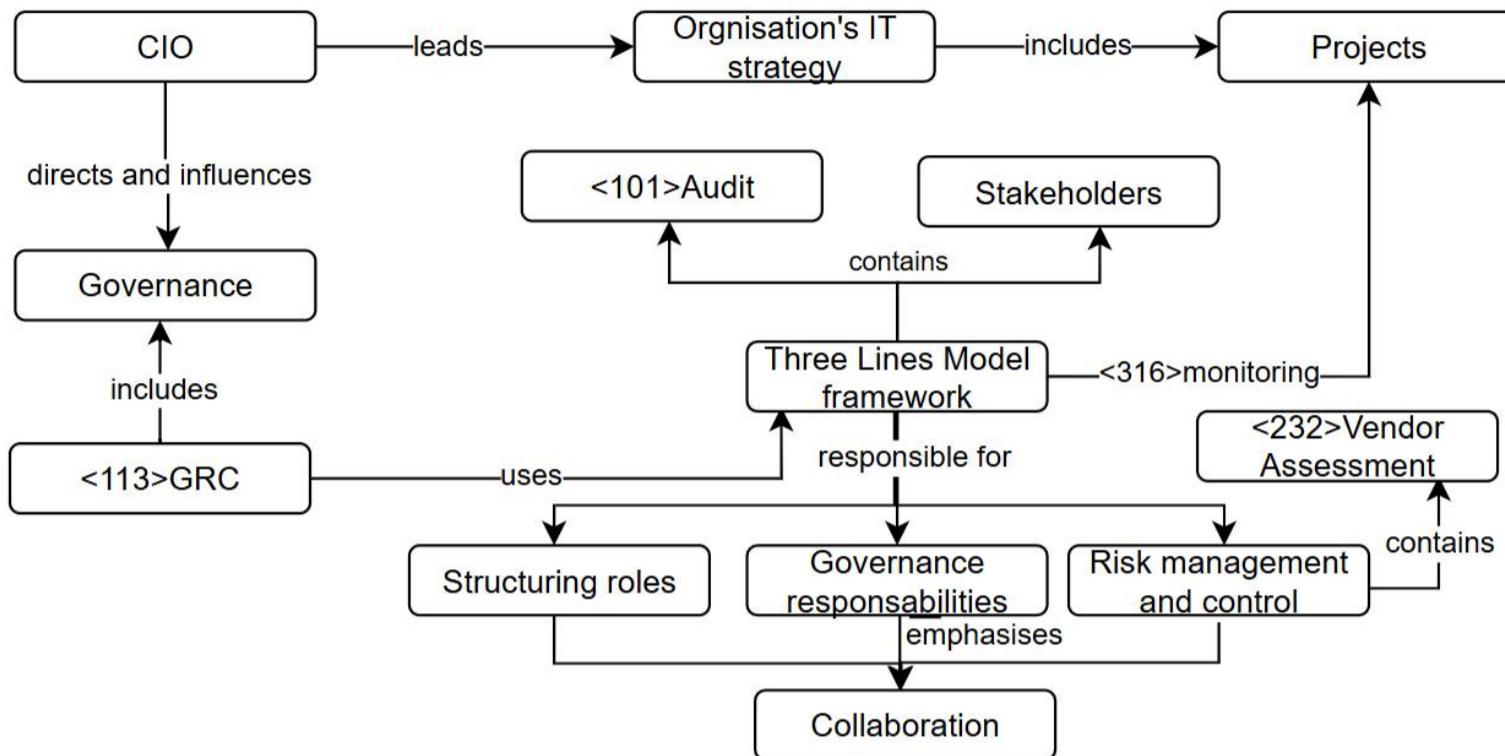


Q 2.3



Q1.3 story: 2.1 ArcoMed cloud-first

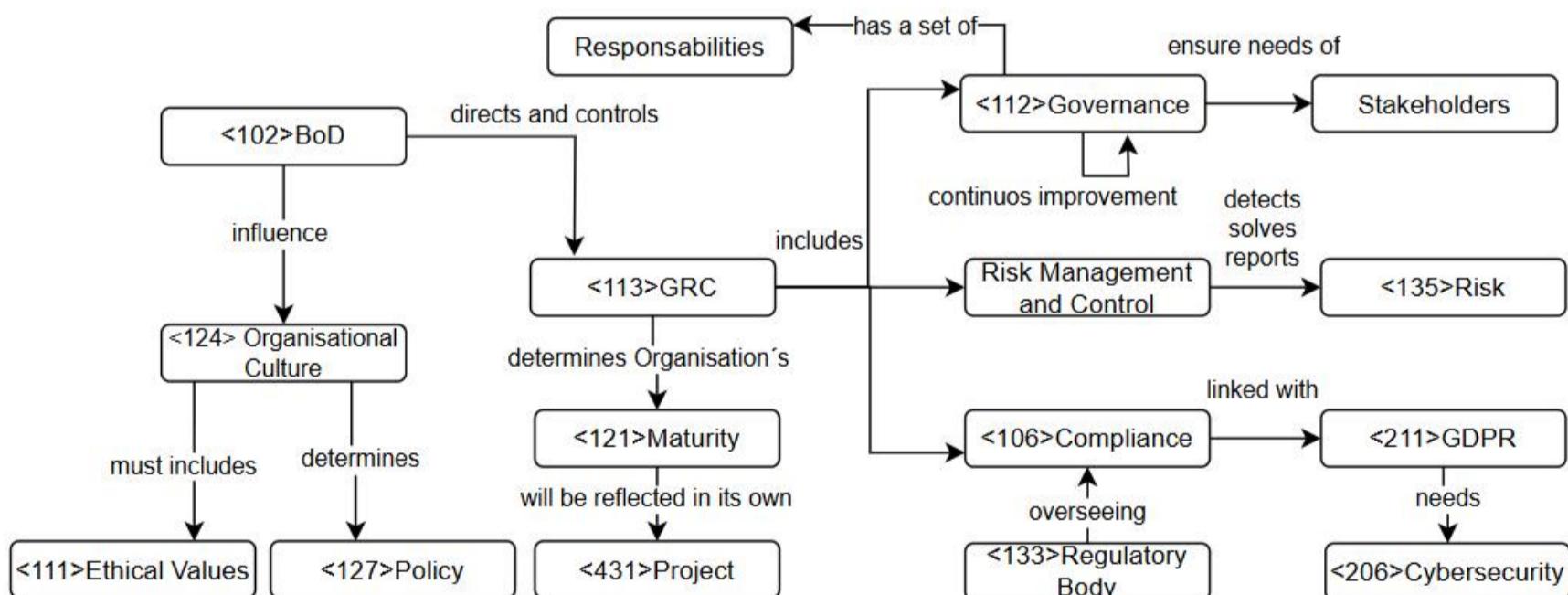
- Cmap



Textual description: Governance, Risk, and Compliance (<113>GRC) form the foundation for an organisation to achieve its goals. Projects should be guided by the Three Lines Model, which helps define clear roles, responsibilities, and strong risk management and control. Using this framework promotes collaboration among stakeholders, supports shared planning, and ensures clear accountability for risk and compliance—especially with regulations like <211> GDPR. It also strengthens inclusive <112> governance and strong <117> leadership, helping to prevent failures in governance and risk oversight.

Q2.3 case study: 6 The SEF Migration Debacle

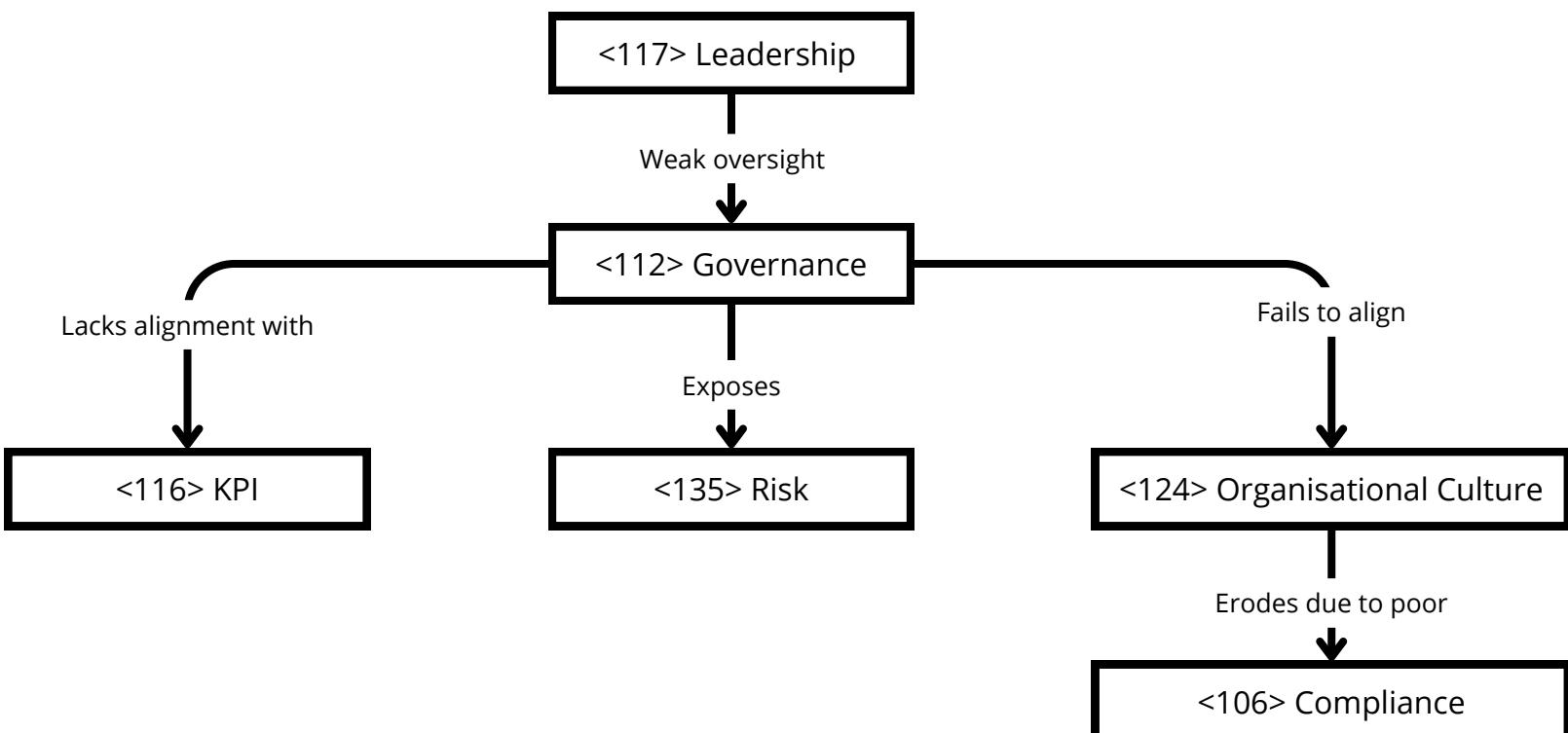
- Cmap



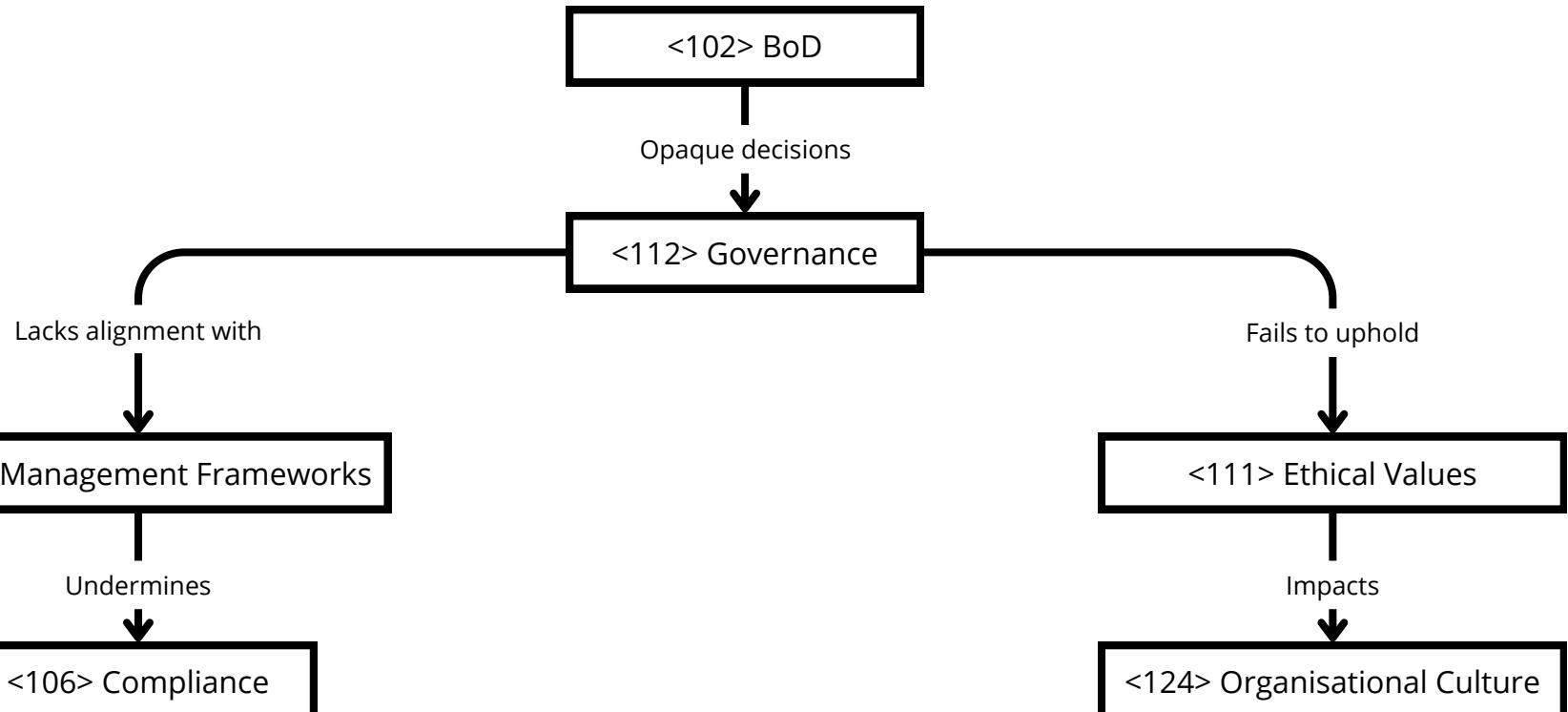
Textual description: Governance, Risk, and Compliance (<113>GRC) form the foundation for an organisation to achieve its goals. The <124> organisational culture and its <111> ethical values determine the company's <127> policies and business priorities. That culture is influenced by the <102> Board of Directors (BoD), which directs and controls the <113> GRC functions. Continuos improvement in <112> governance should be ensured while addressing the needs of all stakeholders. Strong risk management and control frameworks are essential to detect, fix and report <135> risks. <106> Compliance ensures that the organisation operates within legal boundaries while maintaining ethical integrity.

106751 Alessandro Campagna

Q1.3.

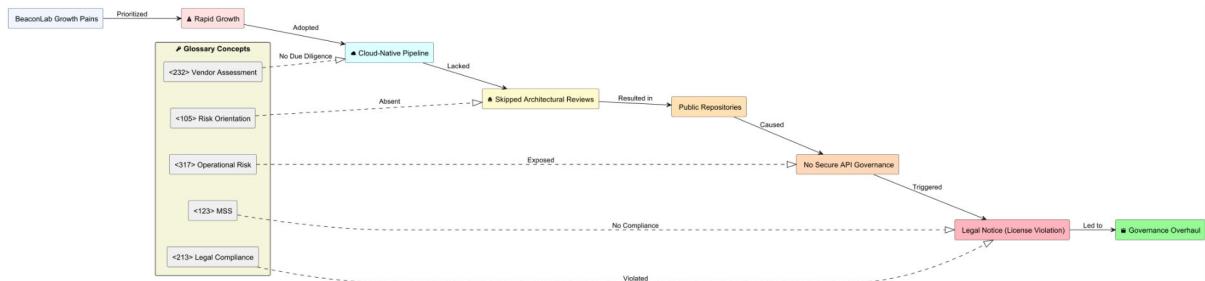


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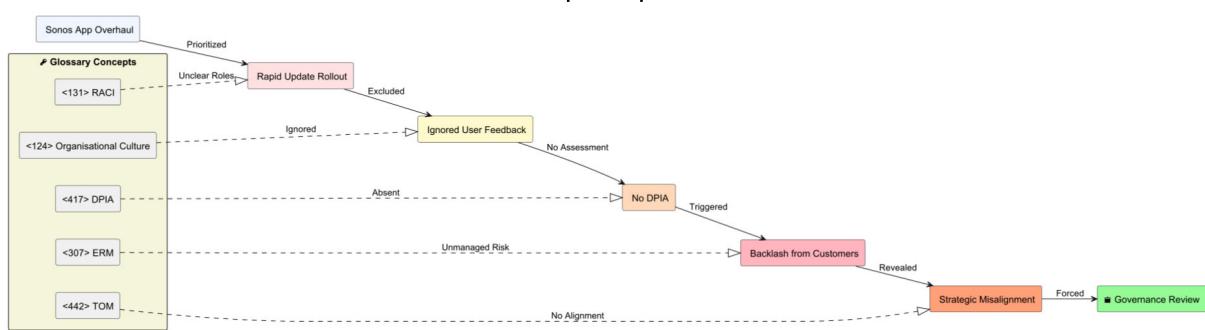


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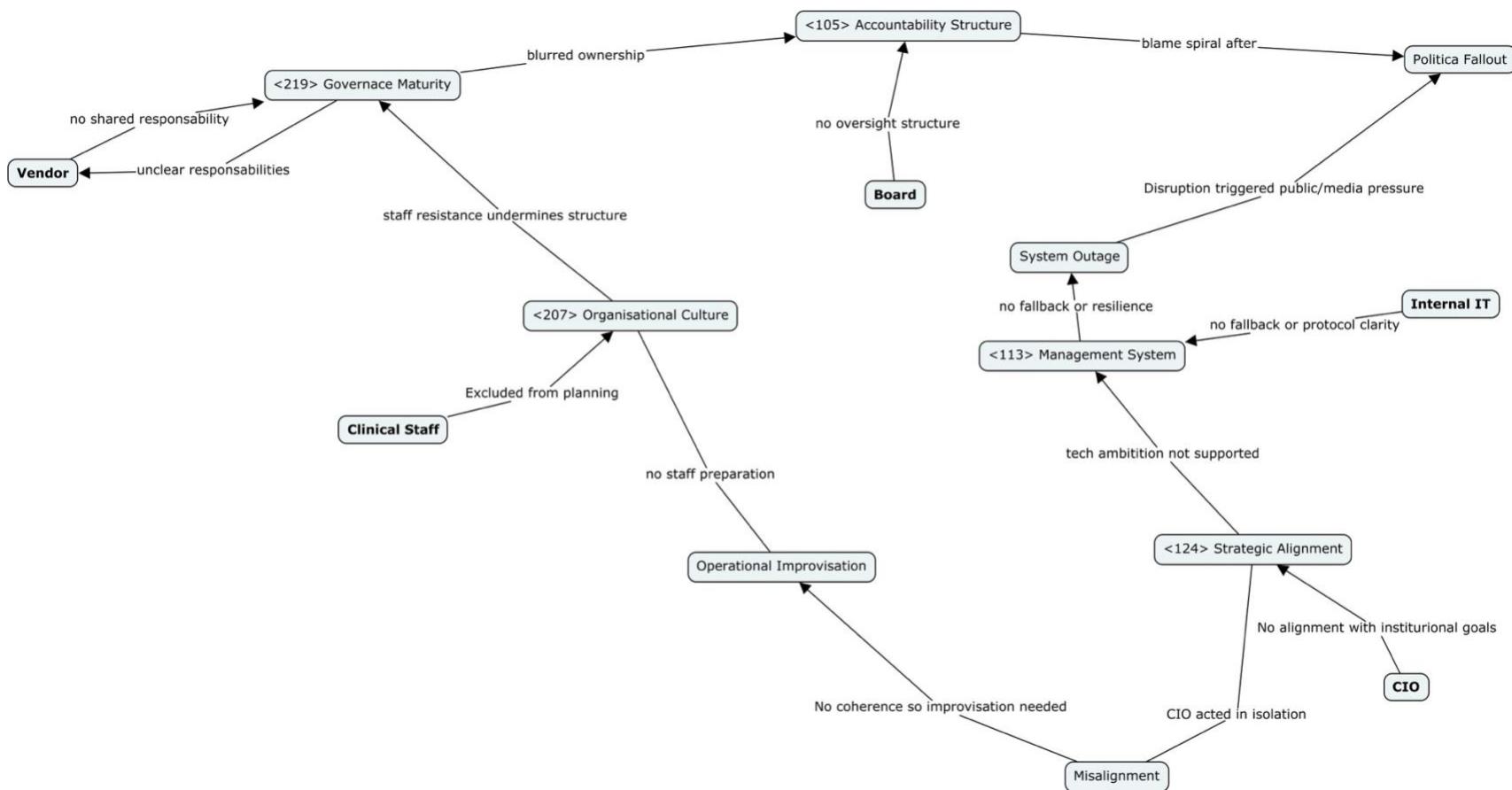
the concept map for Q1.3



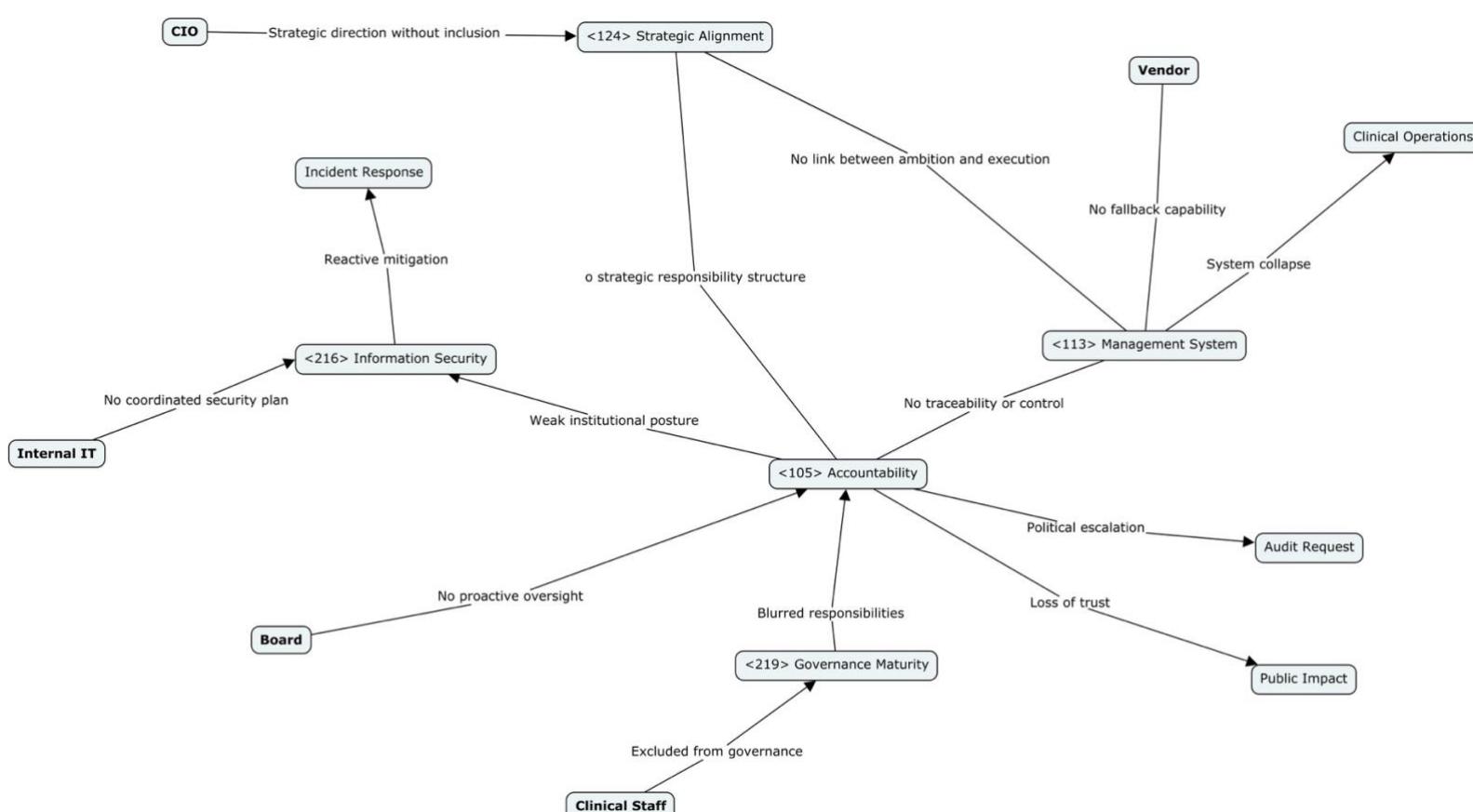
the concept map for Q2.3



Q1.3



Q2.3



Q1.3

Glossary Coverage: Applies multiple glossary concepts with thematic precision. **<113> Management Systems**, **<219> Governance Maturity**, **<124> Strategic Alignment**, **<207> Organisational Culture**, and **<105> Accountability Structures** are all present and relevant to public sector digital transformation.

Map Logic: Absent **<113>** → no fallback or risk planning → system outage. Low **<219>** → unclear responsibilities → vendor conflict. Missing **<124>** → CIO acts in isolation → misalignment with clinical priorities. No **<207>** → staff resistance → operational improvisation. Lack of **<105>** → political blame game → call for external audit.

Structure and Flow: The map uses institutional actors (CIO, internal IT, vendor, clinical staff, board) as nodes, with directional arrows showing how weak systems and unclear roles produce operational fragility. Relationships are structured as cascading consequences of low maturity across governance layers.

Theme 0 Awareness: The map reflects core insight that organisations are socio-technical systems. The failure at ArcoMed was not merely a technical one, but a breakdown in institutional coherence, where ambitions for innovation outpaced the cultural, managerial, and accountability structures required for sustainable change.

Q2.3

Glossary Concepts Used:

<216> Information Security, **<113> Management Systems**, **<105> Risk Orientation**, **<124> Strategic Alignment**, **<219> Governance Maturity**

Structural Mapping:

Missing **<113>** → no fallback or recovery planning → system outage

Low **<219>** → CIO acted in isolation → institutional misalignment

Absent **<124>** → technical decisions ignored clinical priorities → critical disconnect

Weak **<105>** → overreliance on vendor → systemic impact not mitigated

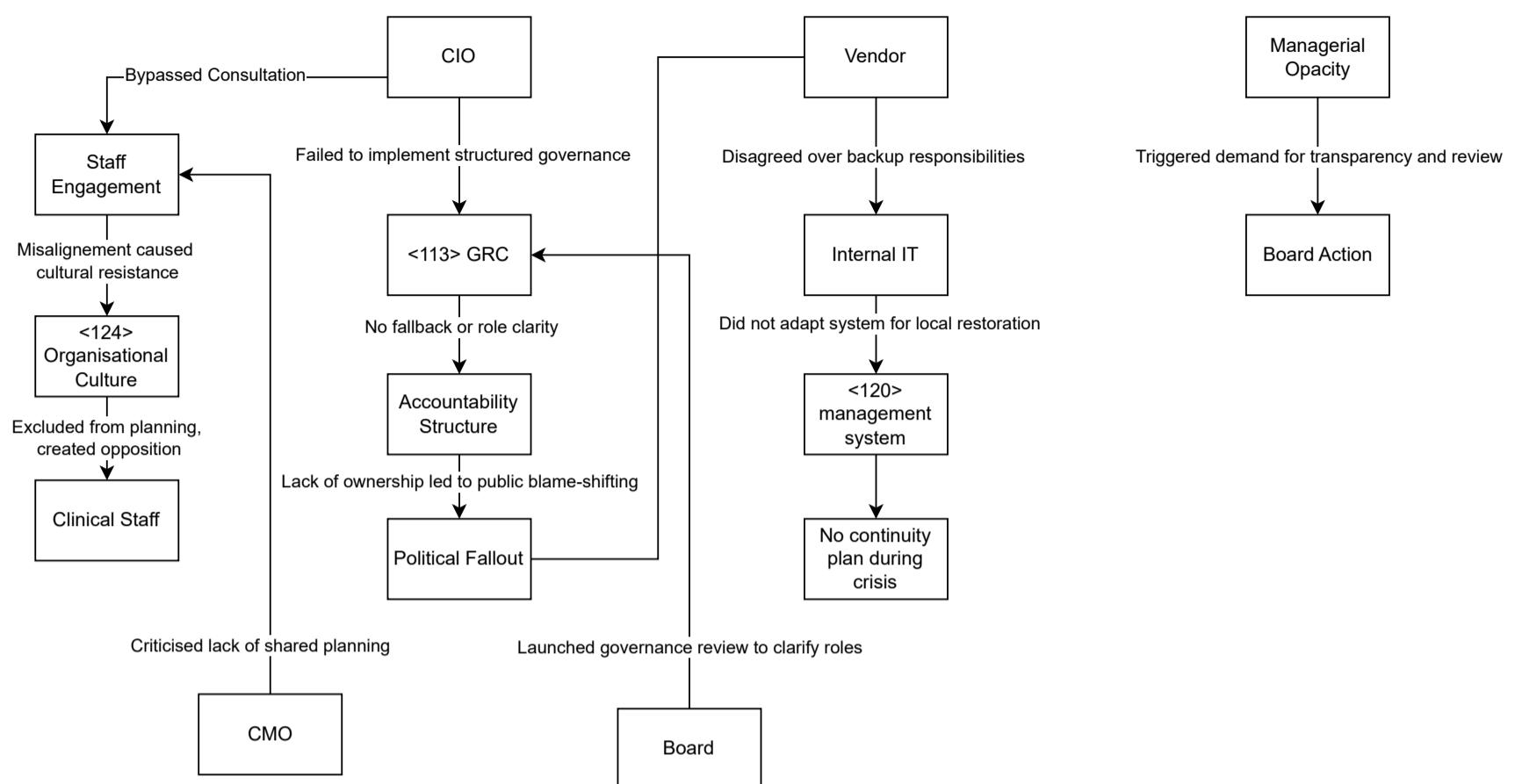
Flawed **<216>** → security managed via SLA, not institutional protocols → disjointed response

Structure and Flow

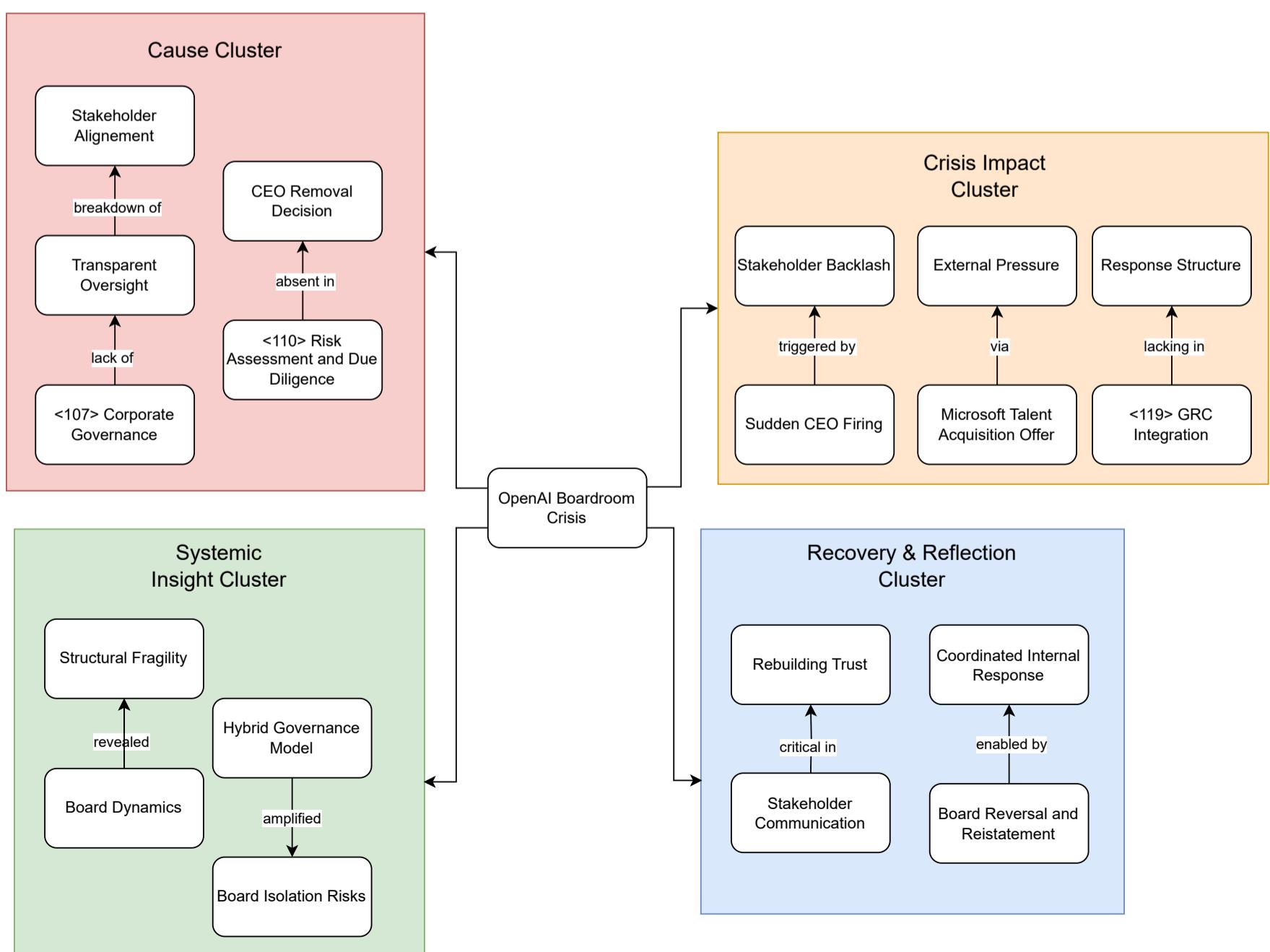
The map uses institutional actors (CIO, vendor, clinical leadership, internal IT, board) as nodes. Arrows show directional consequences of weak governance maturity, poor coordination, and lack of accountability. The structure illustrates how systemic fragility escalated into a full operational and reputational breakdown.

The map reflects core insight that failure is not purely technical — it emerges from fragile socio-technical systems. The case shows how innovation without embedded governance, institutional clarity, and cross-functional alignment amplifies public sector vulnerability in critical infrastructures.

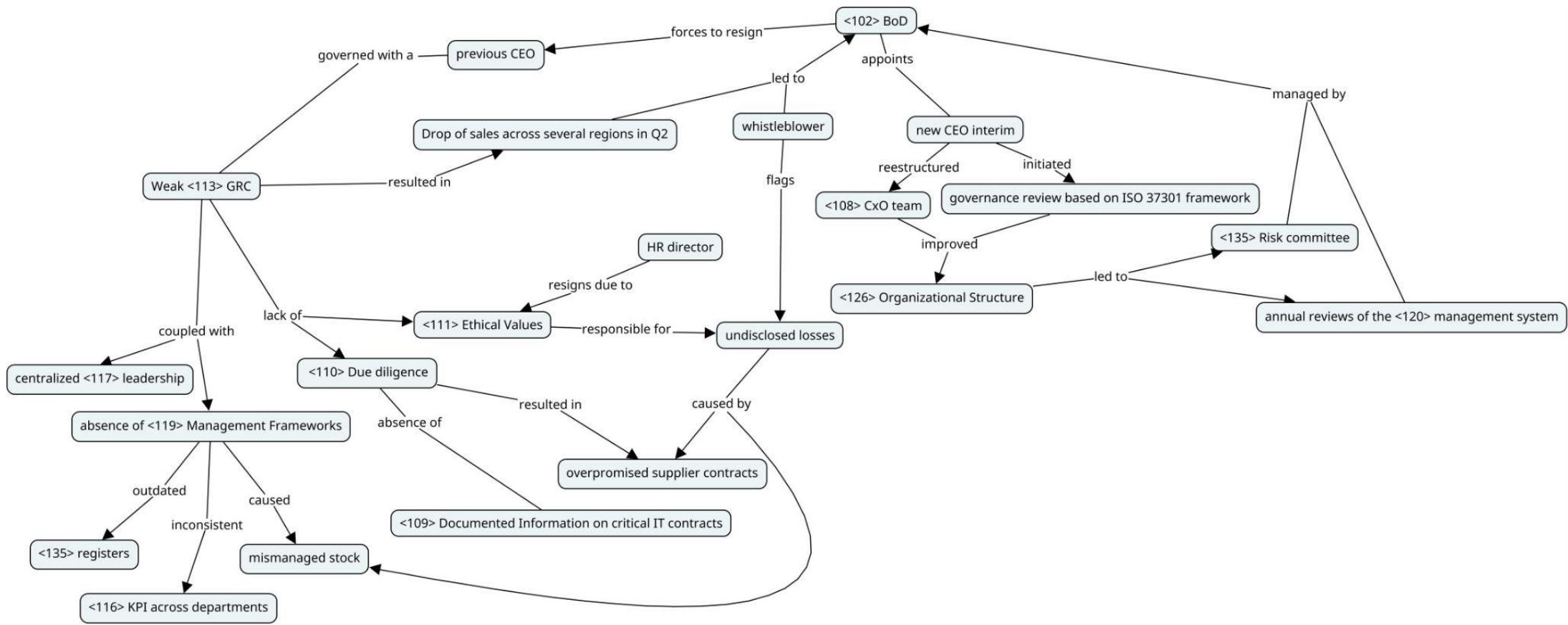
Q 1.3



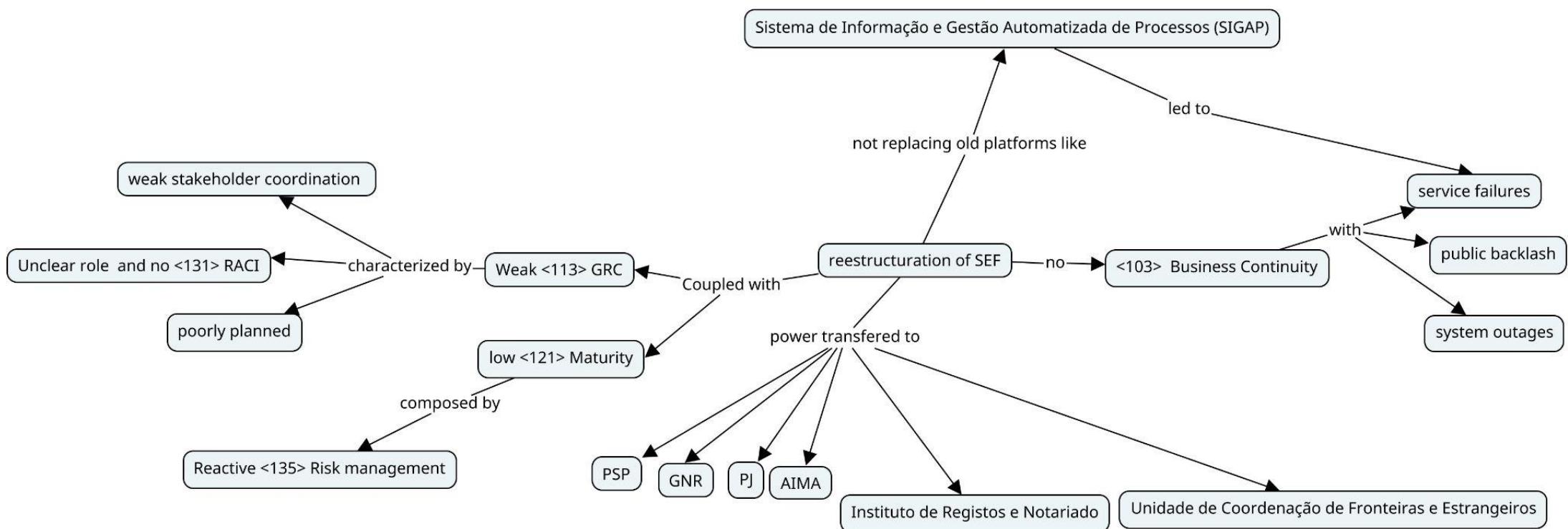
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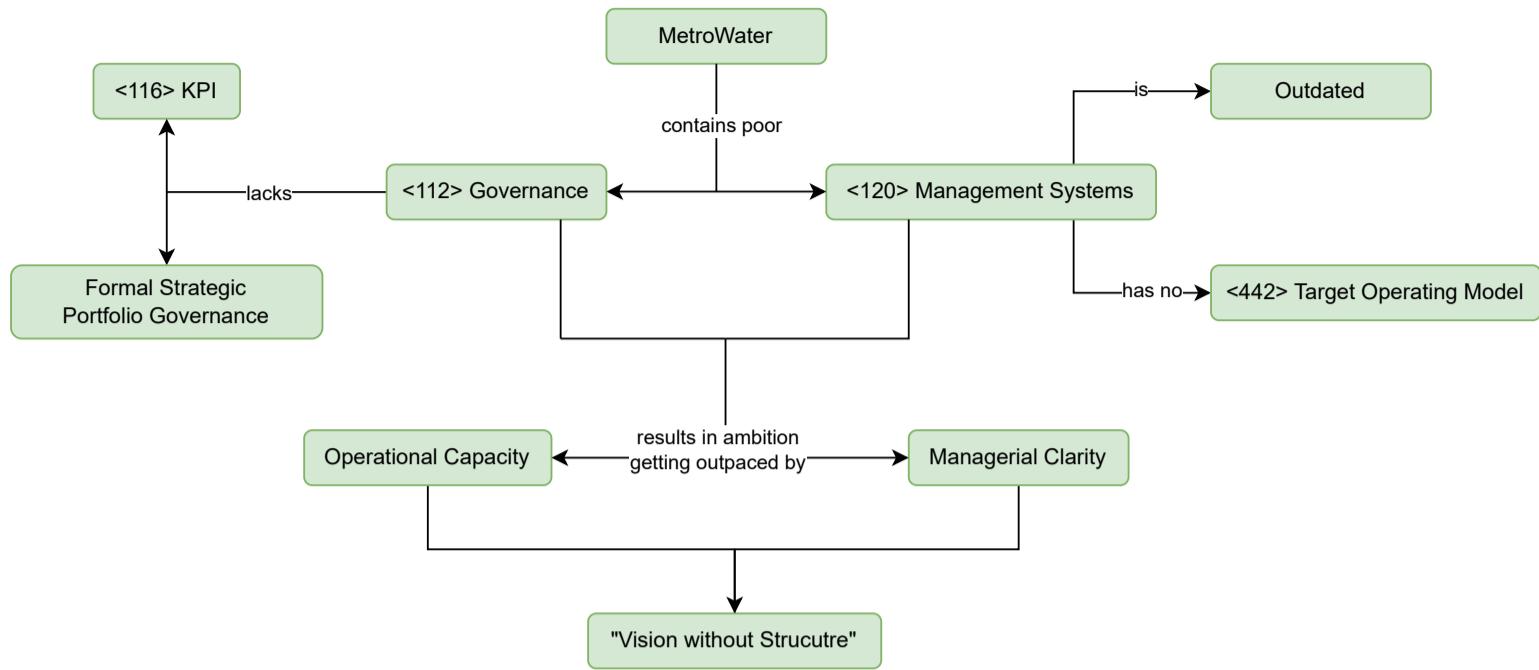
concept map for Q1.3



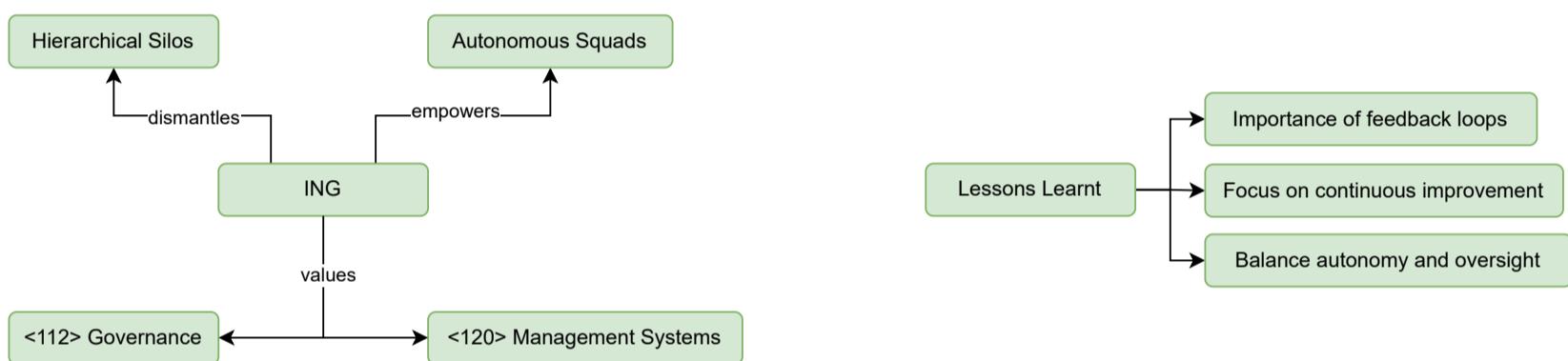
concept map for Q2.3



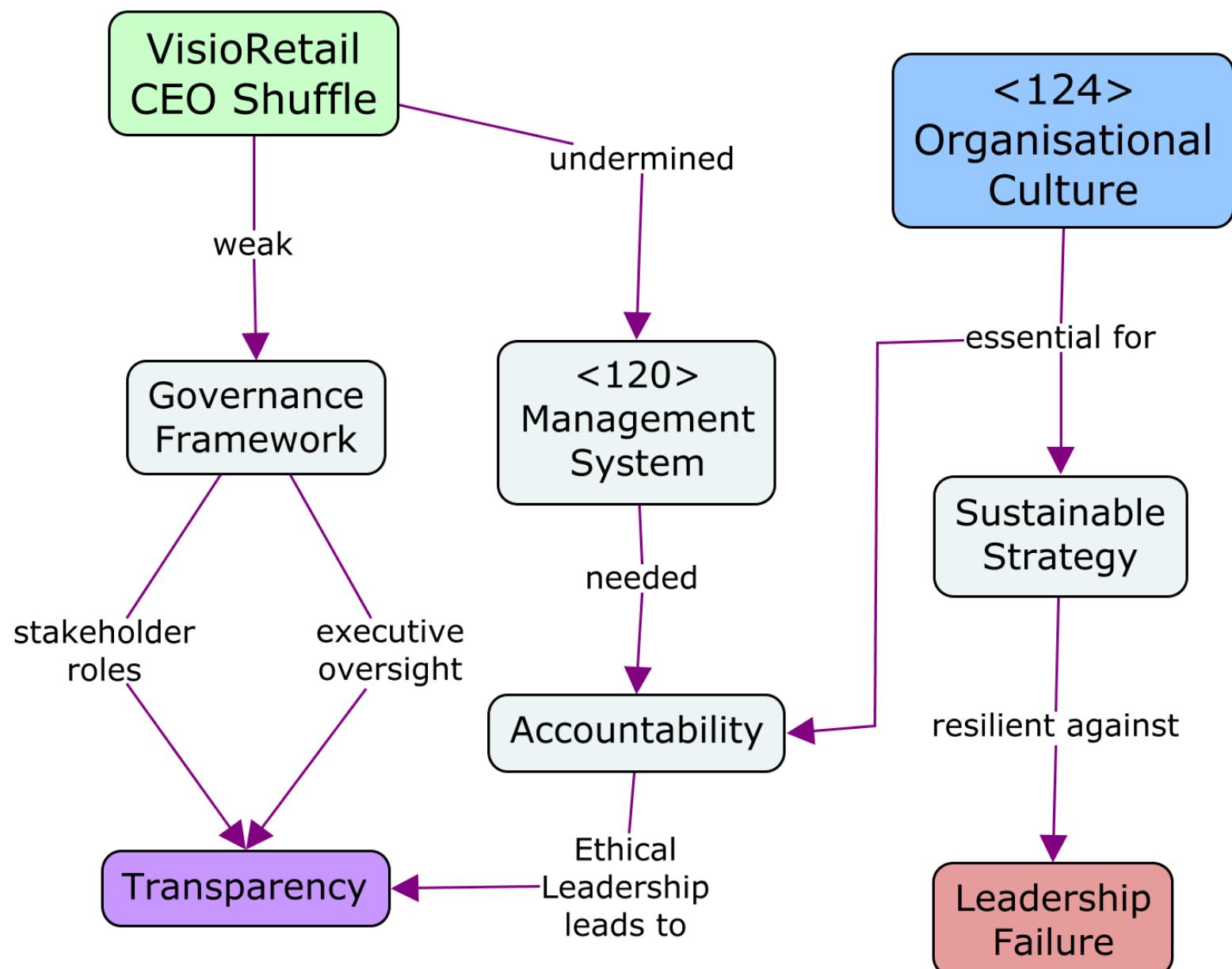
Q1.3.



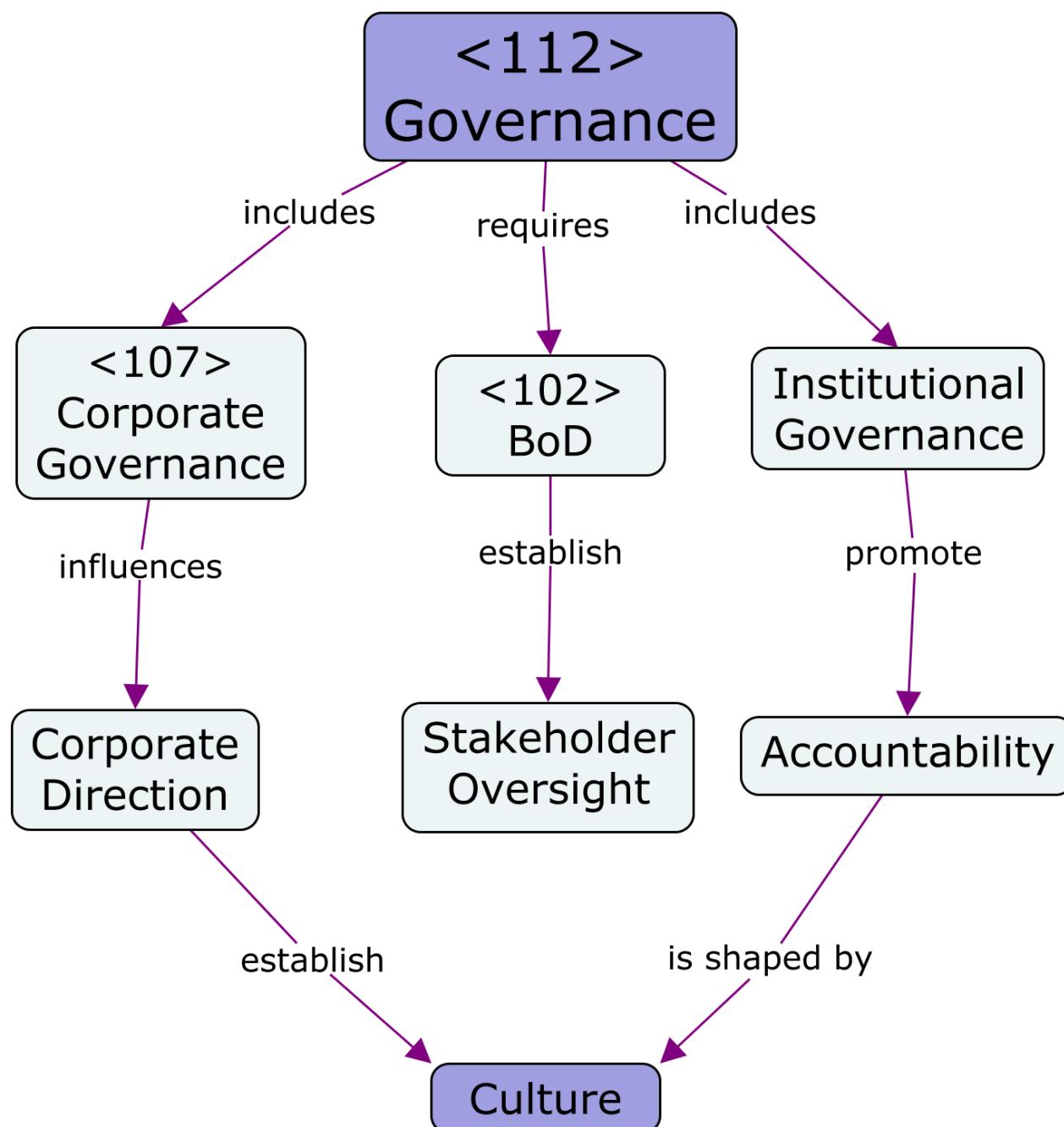
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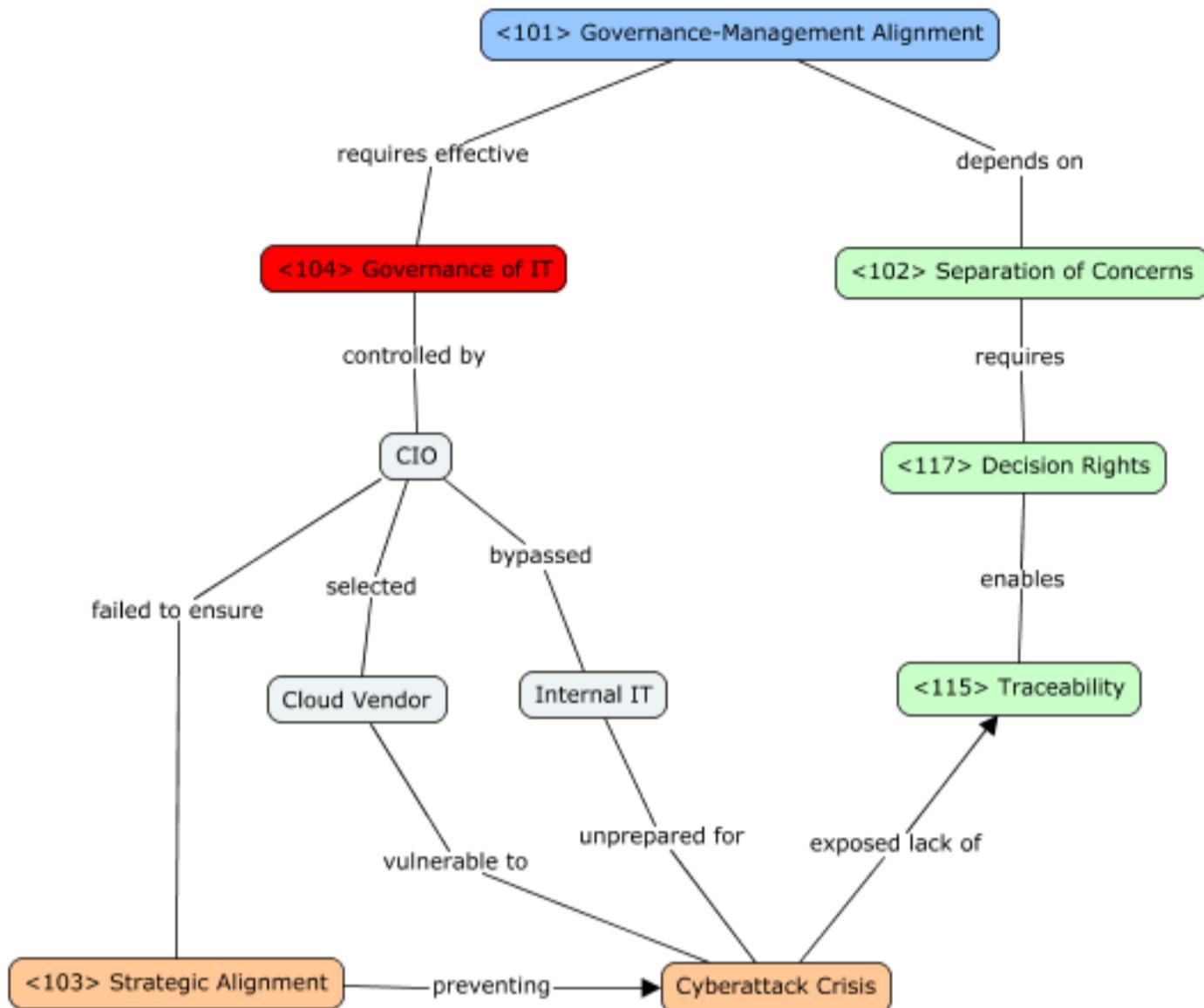
Q1.3



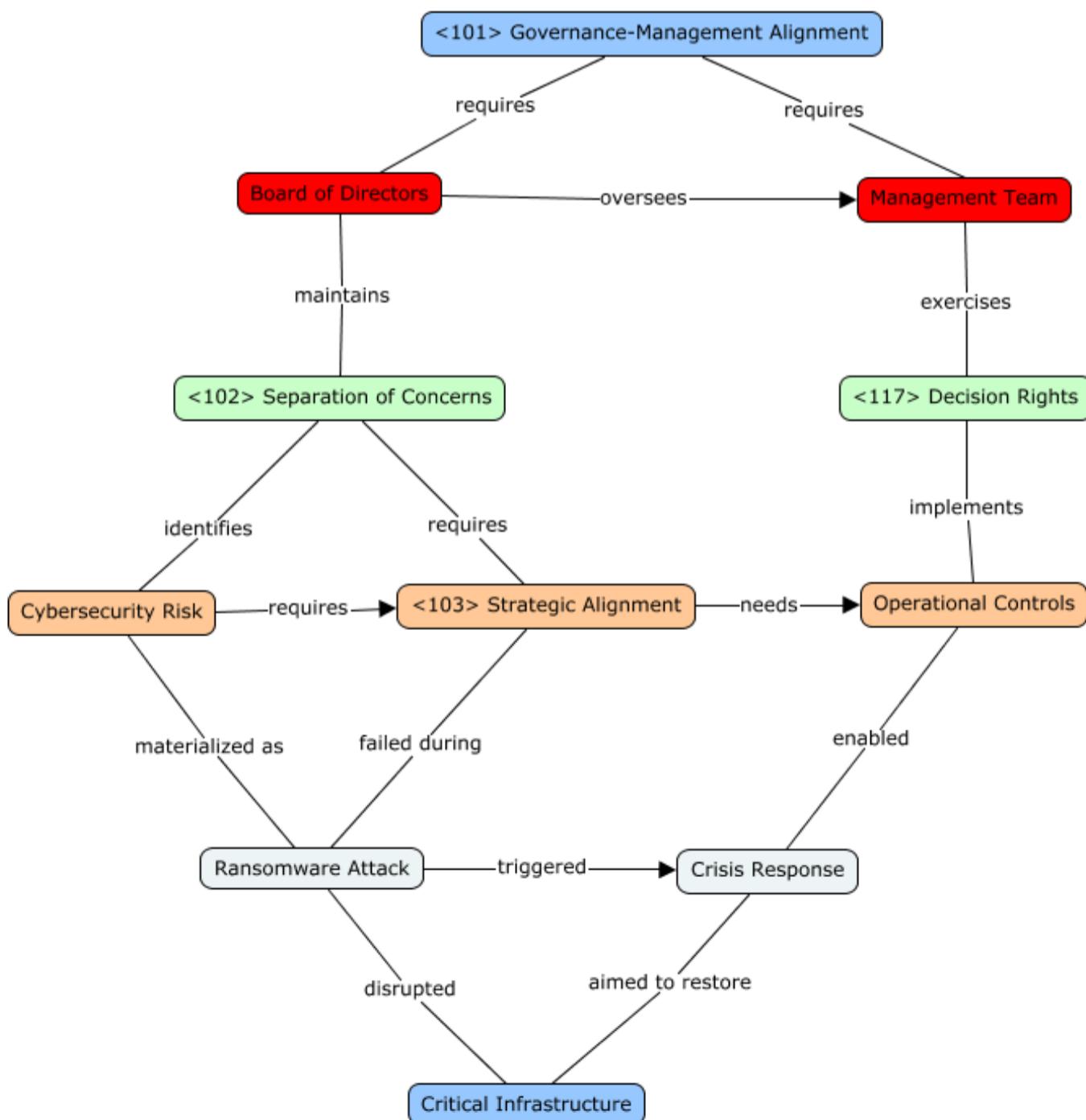
Q2.3



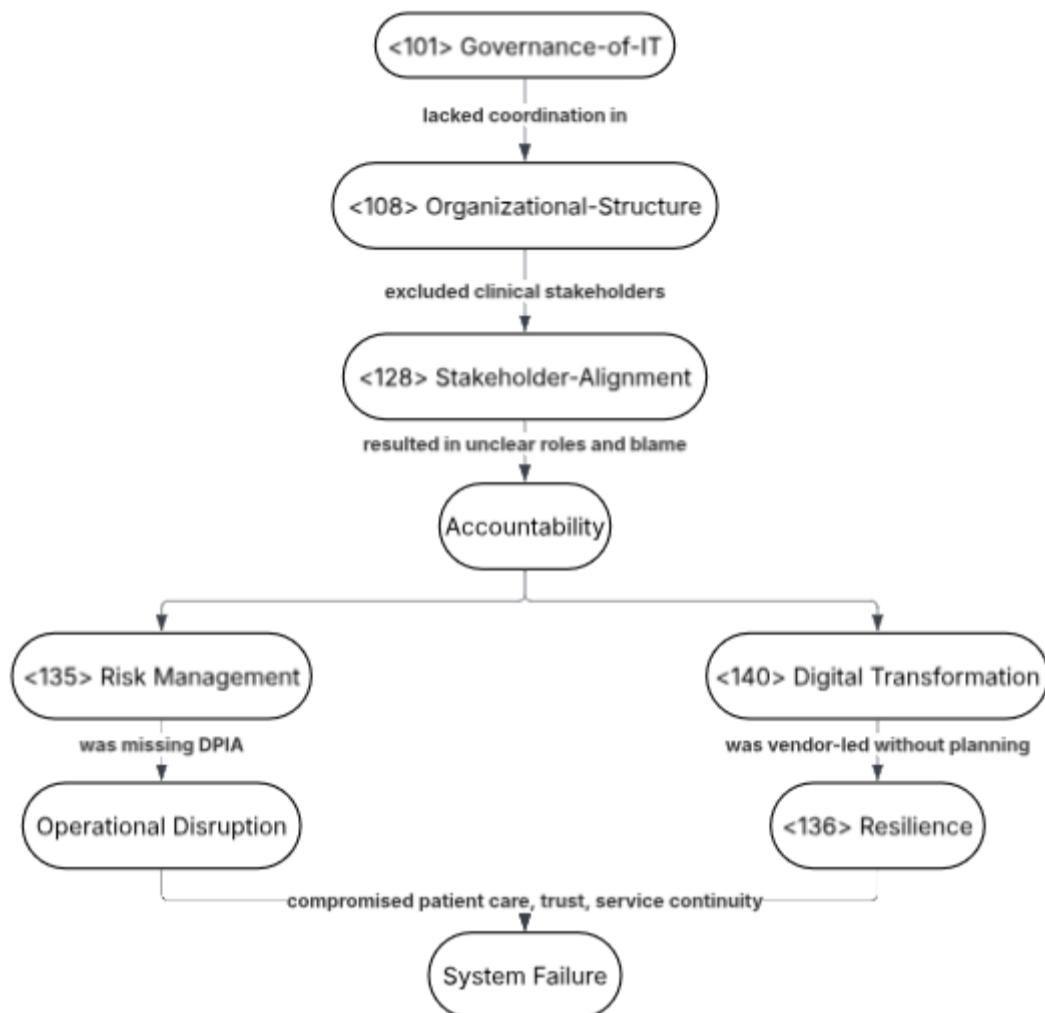
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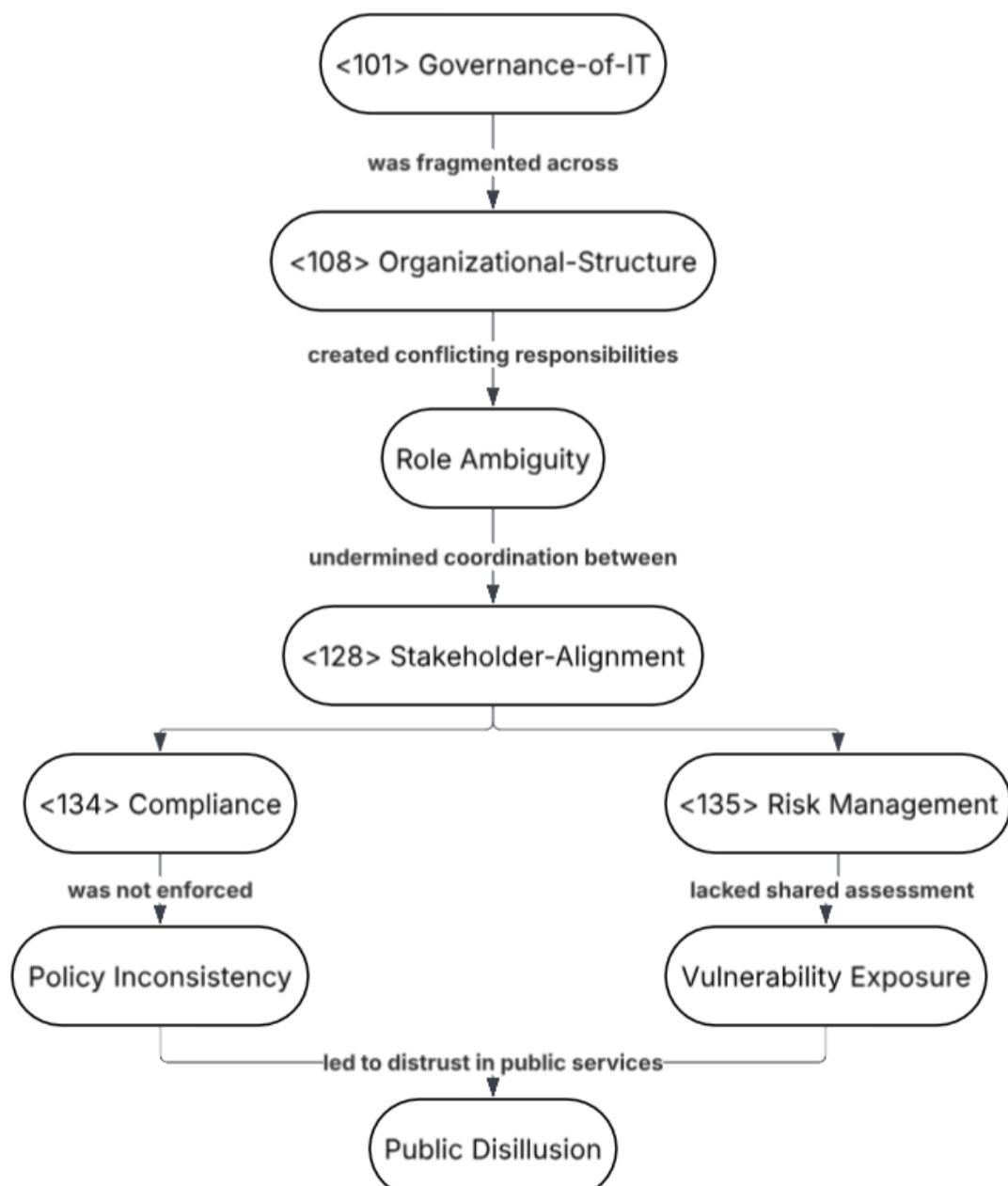
Q2.3



Q1.3 – ArcoMed cloud-first



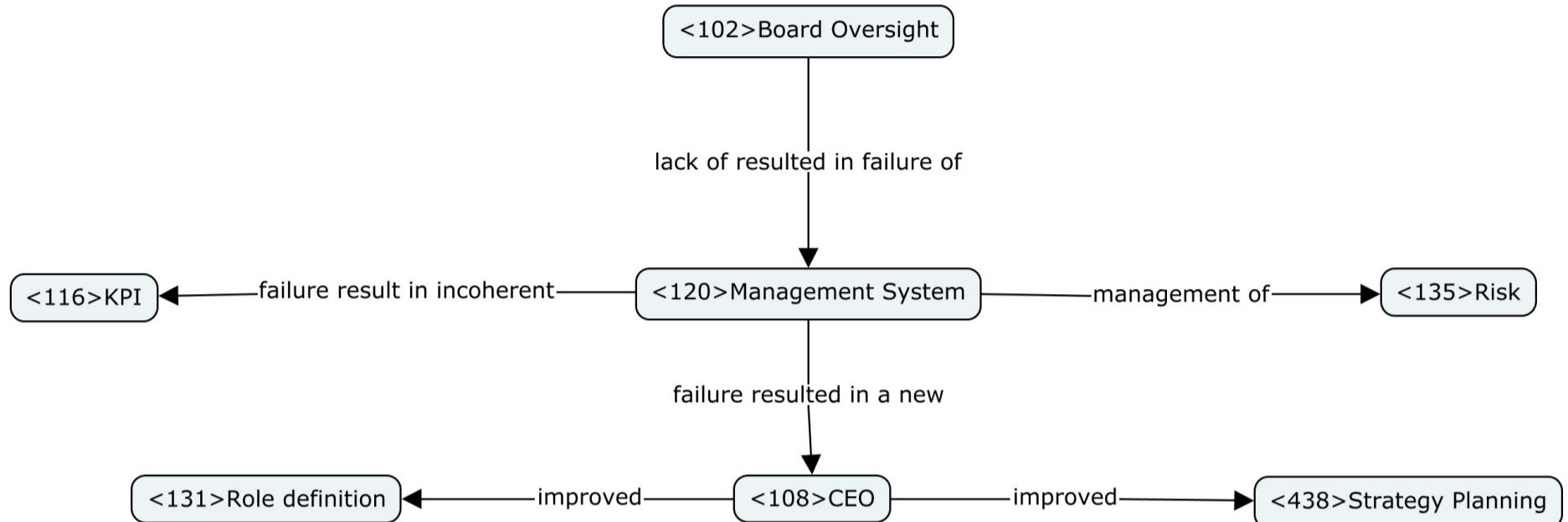
Q2 – Germany's E-ID Infrastructure Confusion



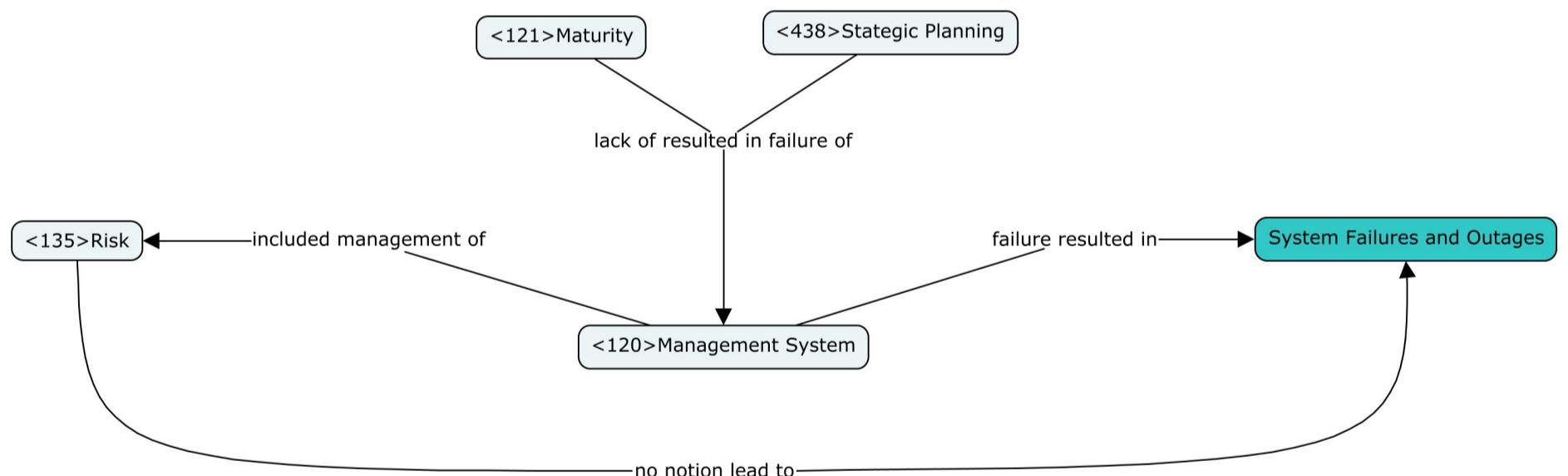
Concept Maps Q1.3 and Q2.3

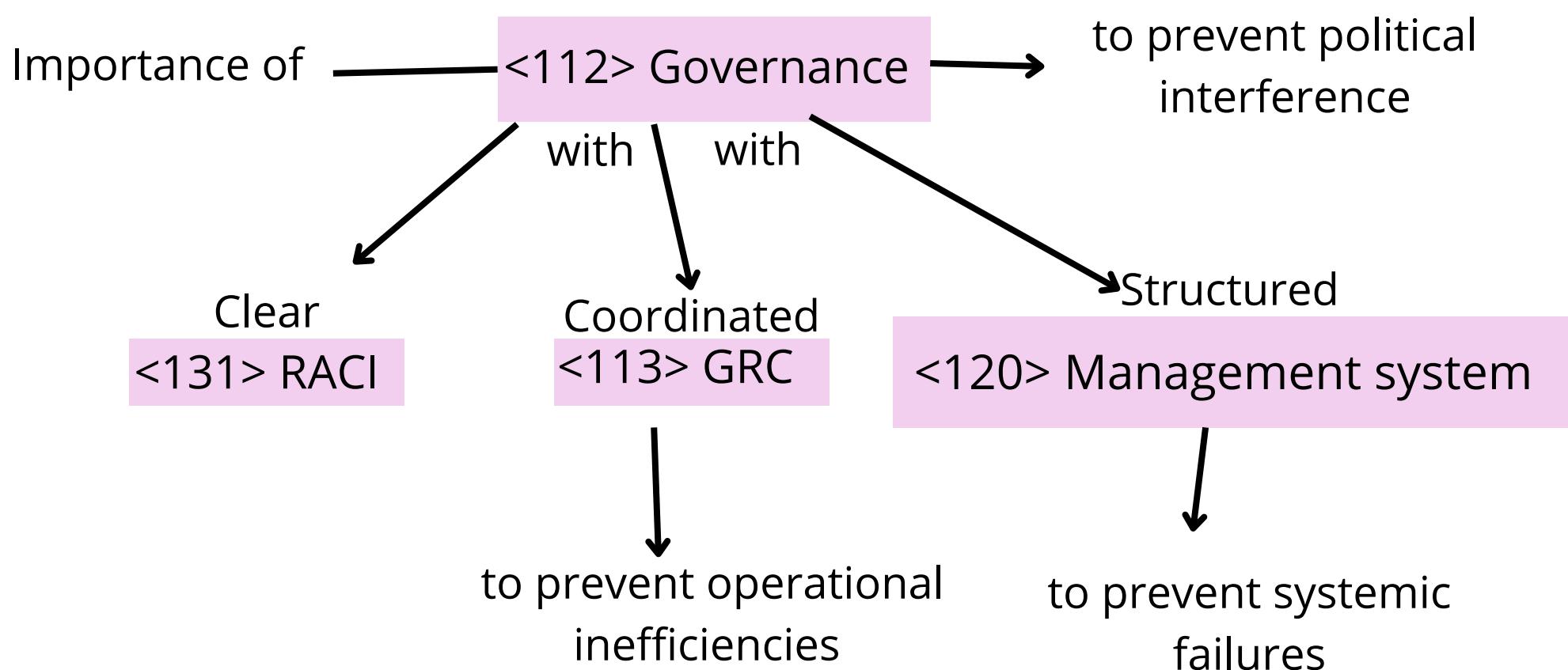
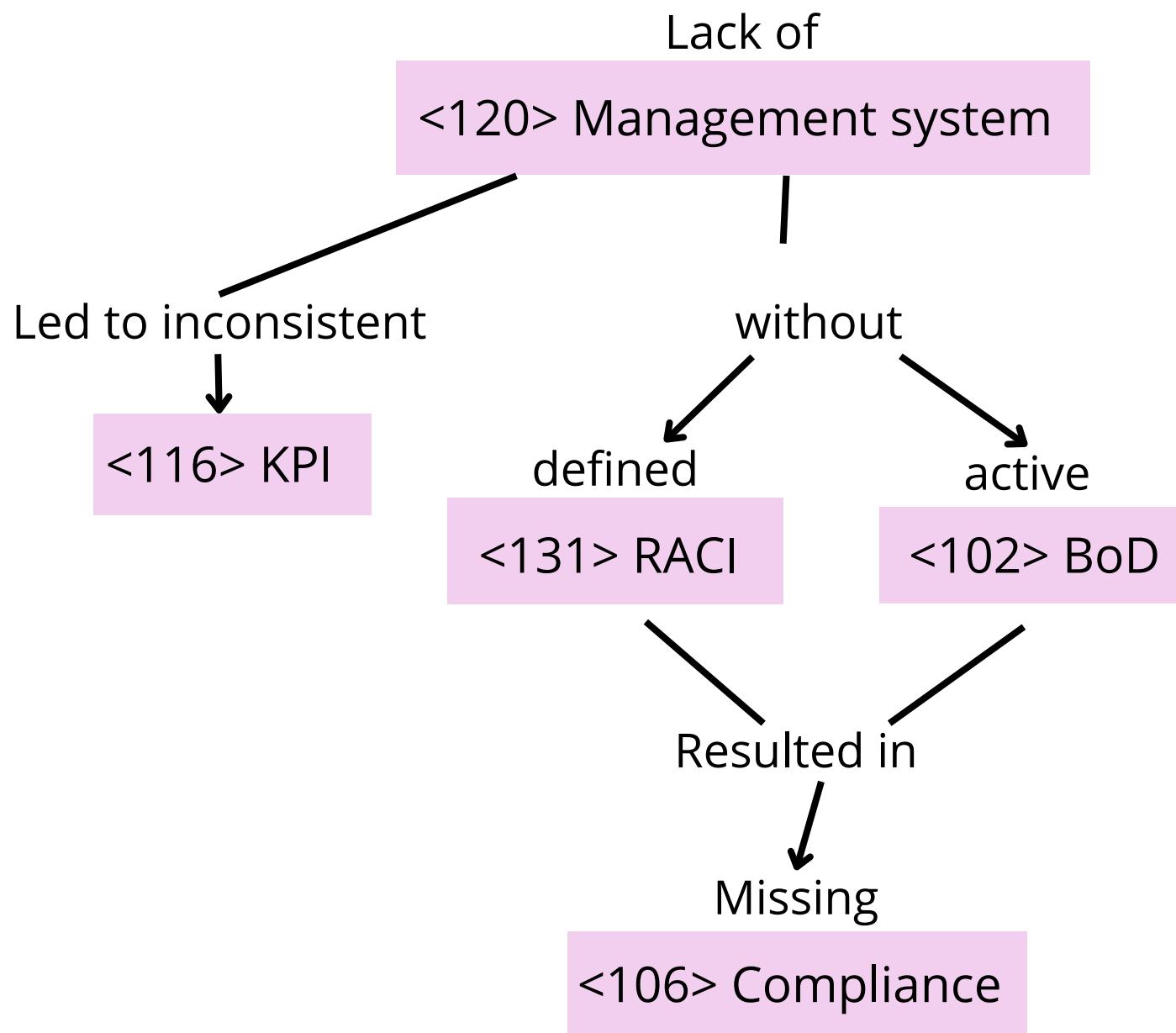
Dragomir Levitchi - 112252

– Concept Map Q1.3



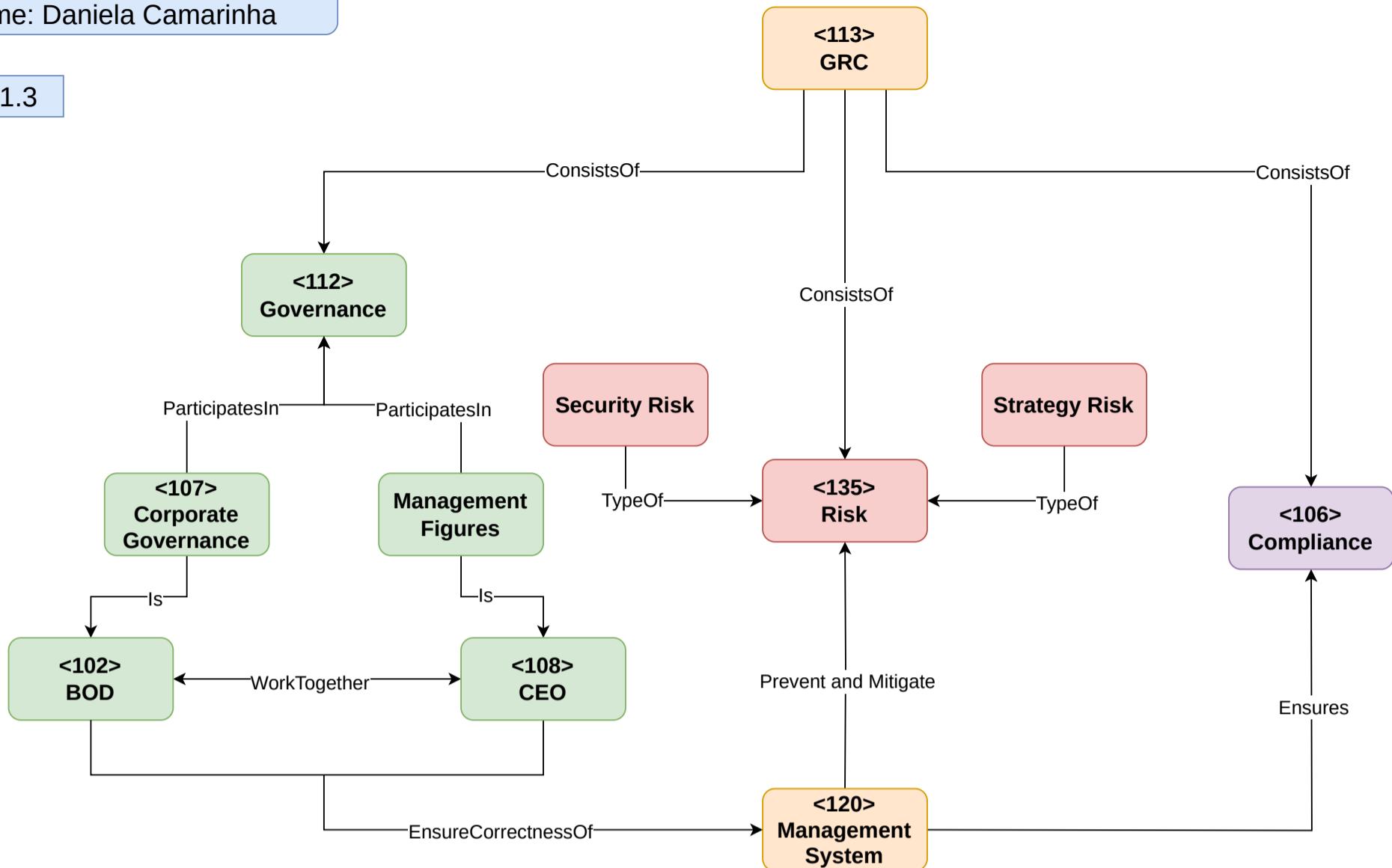
– Concept Map Q.2.3



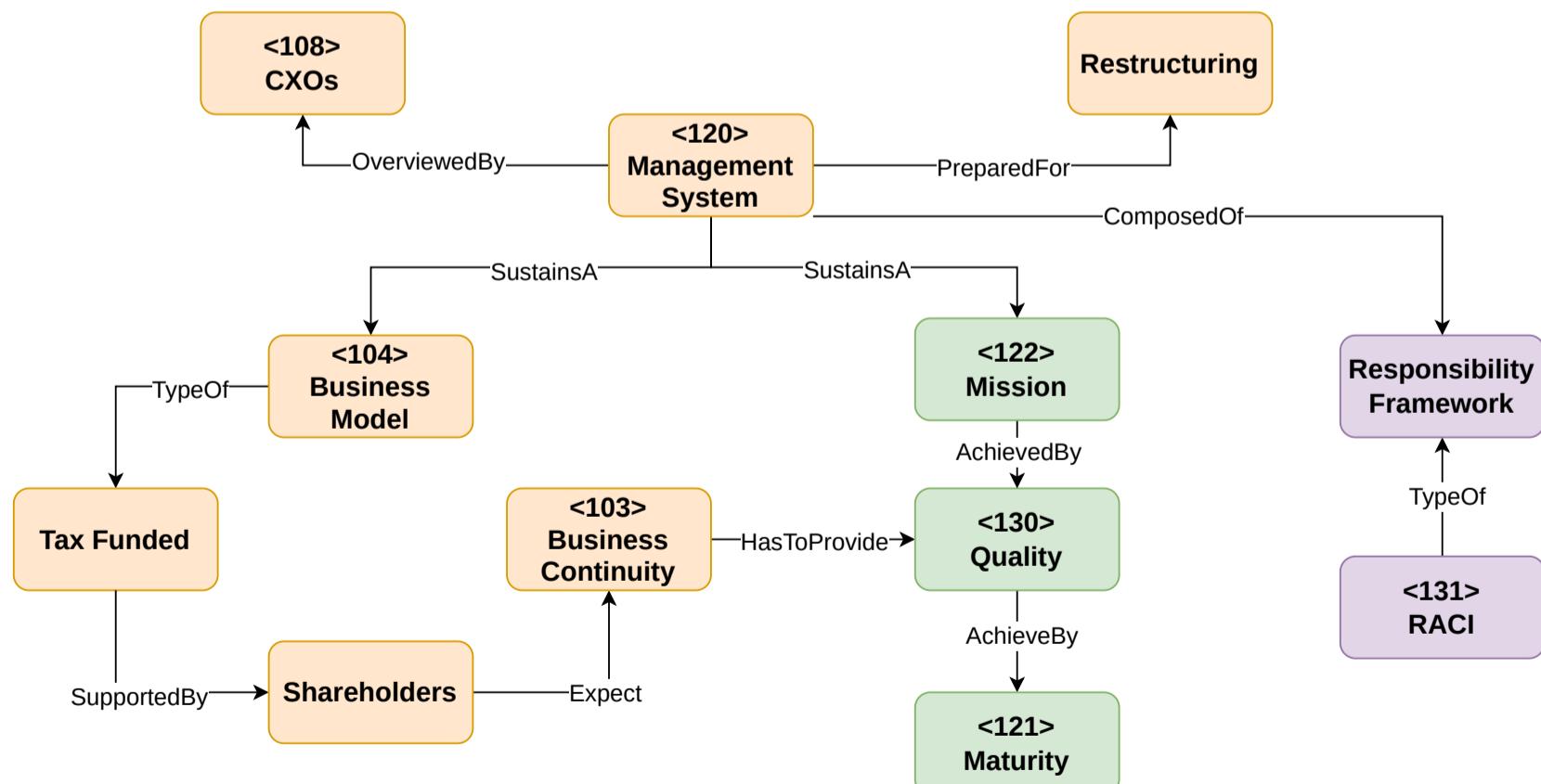


number: 112265
name: Daniela Camarinha

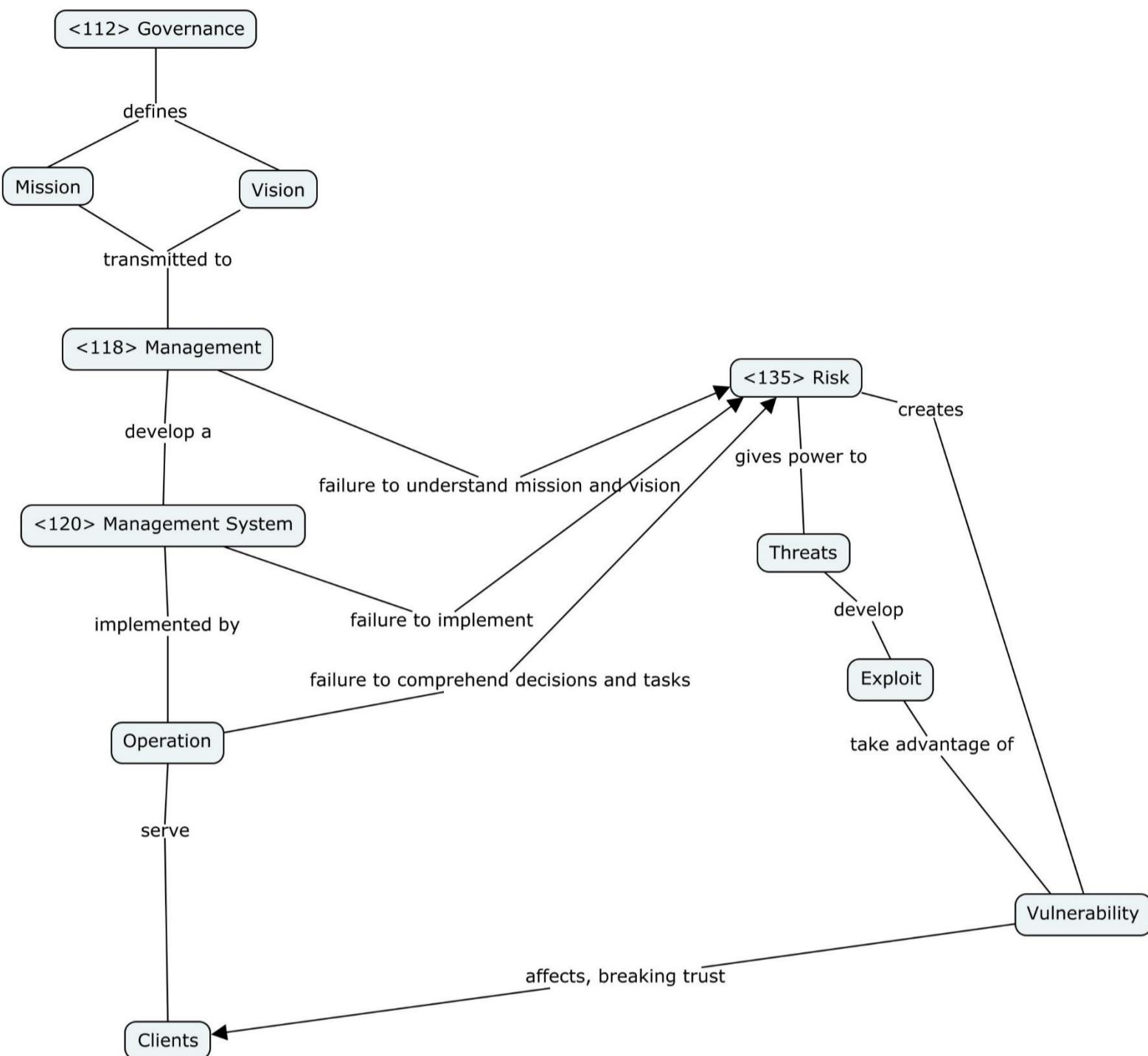
Q1.3



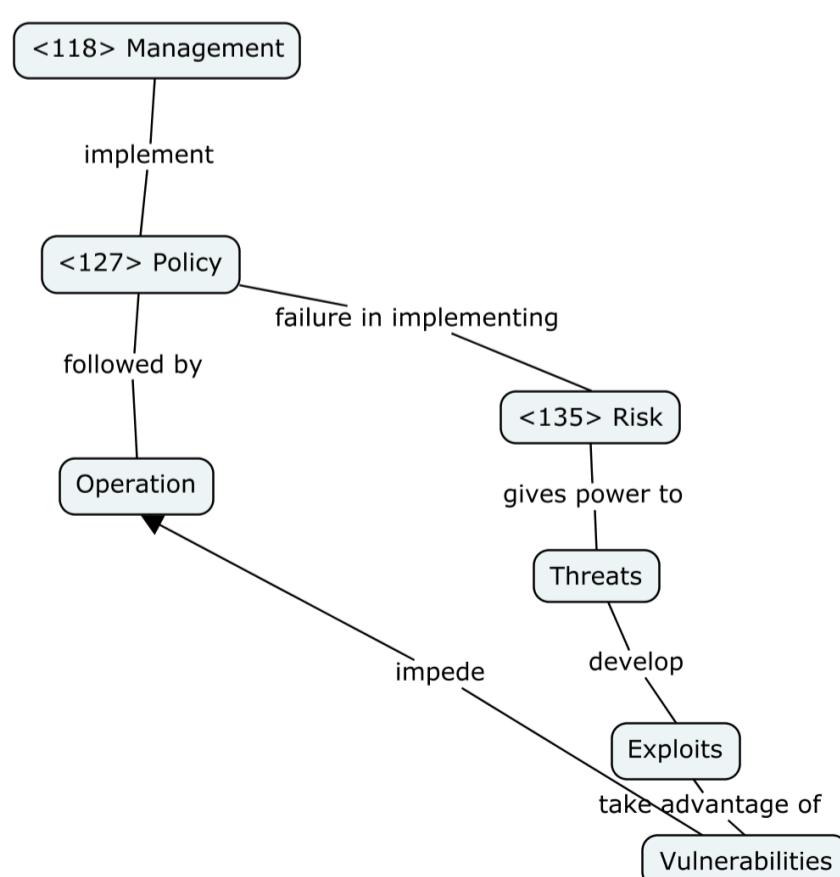
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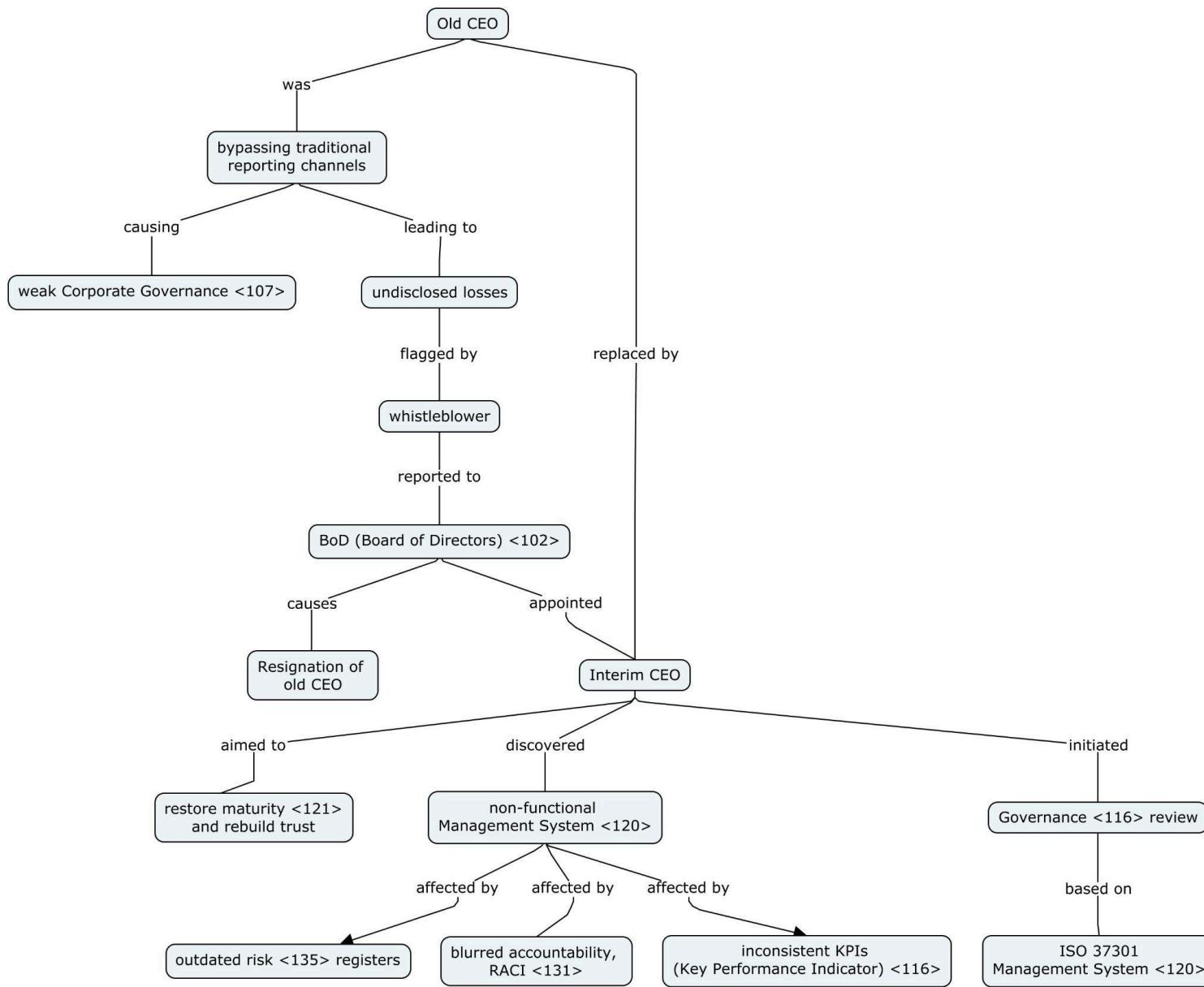
1- Story Concept Map



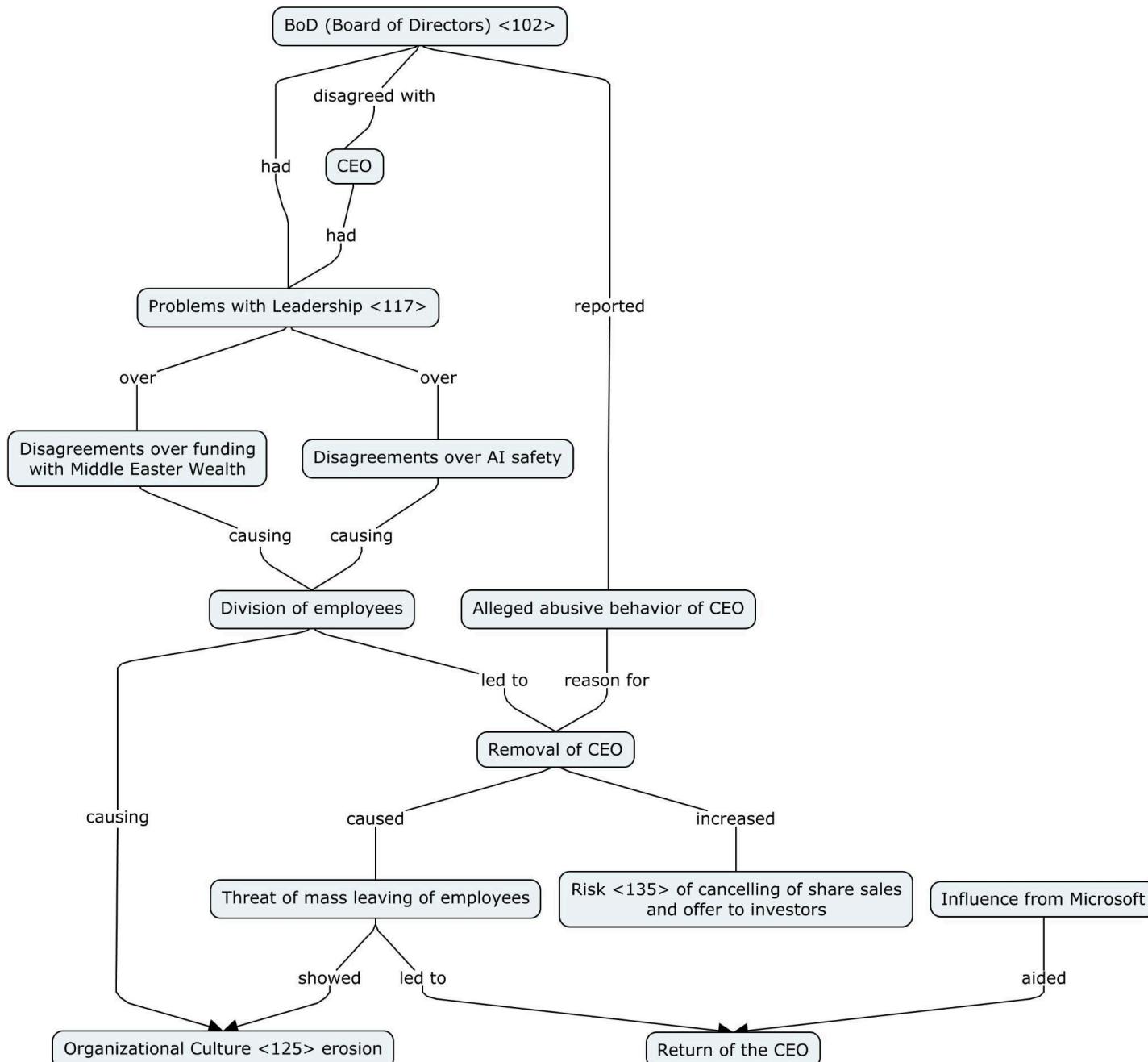
2- Case Concept Map



Q. 1.3. (Story 5 - VisioRetail CEO Shuffle)



Q. 2.3. (Case 4 - OpenAI and the Boardroom Shockwave (2023))

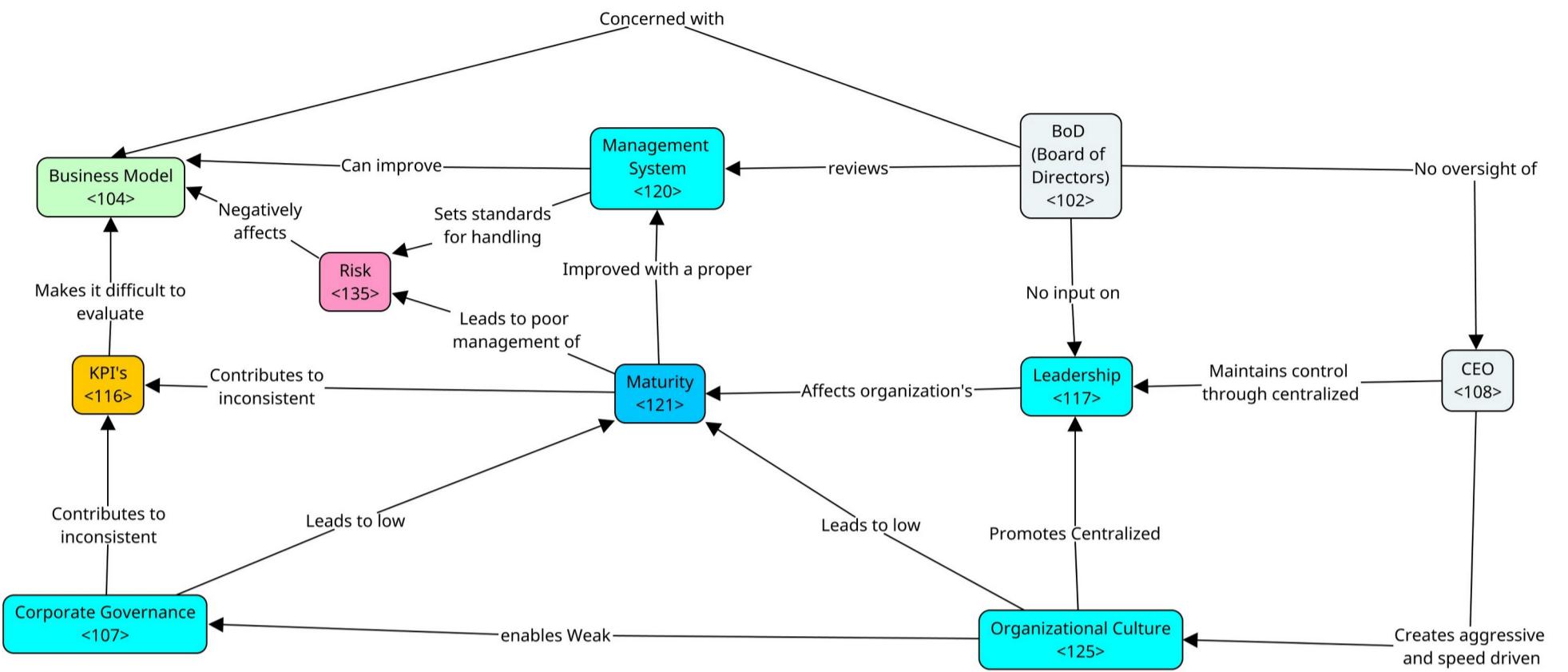


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Number: 112305

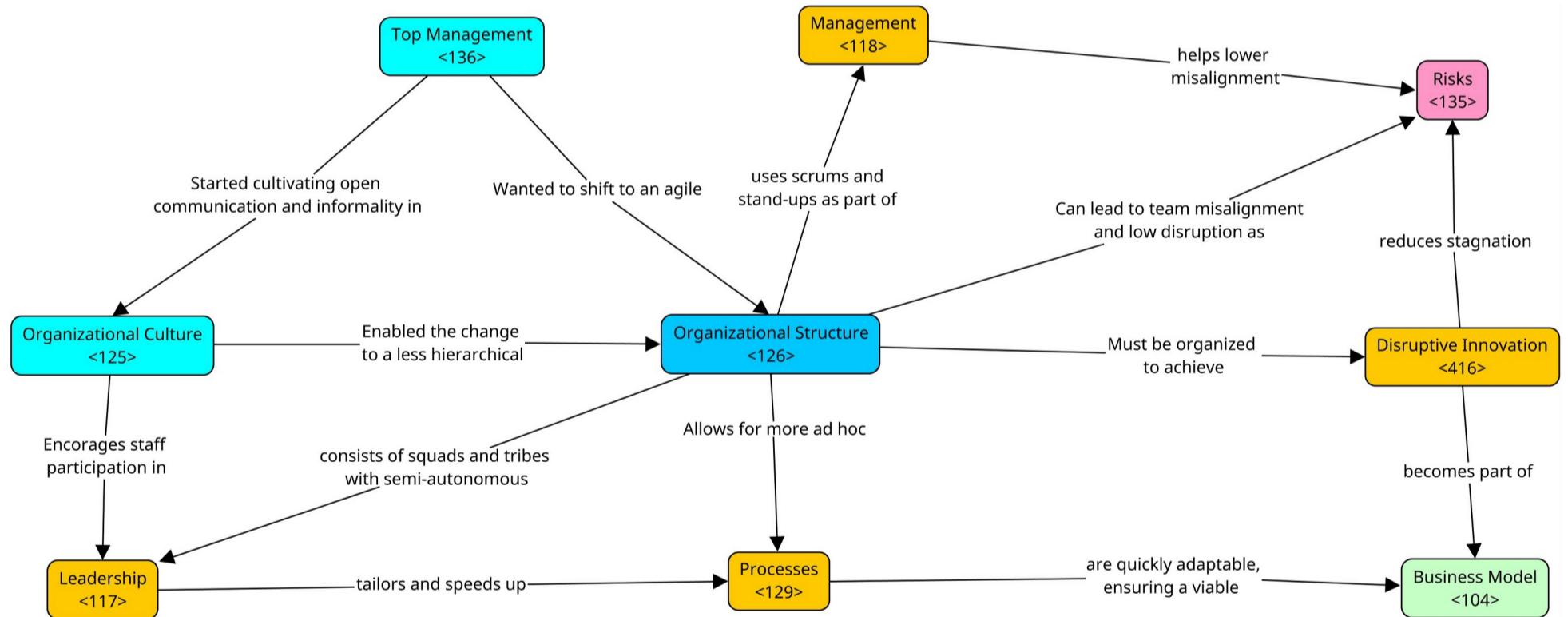
Q1: Story Analysis - 2.5: VisioRetail CEO Shuffle

Q1.3:



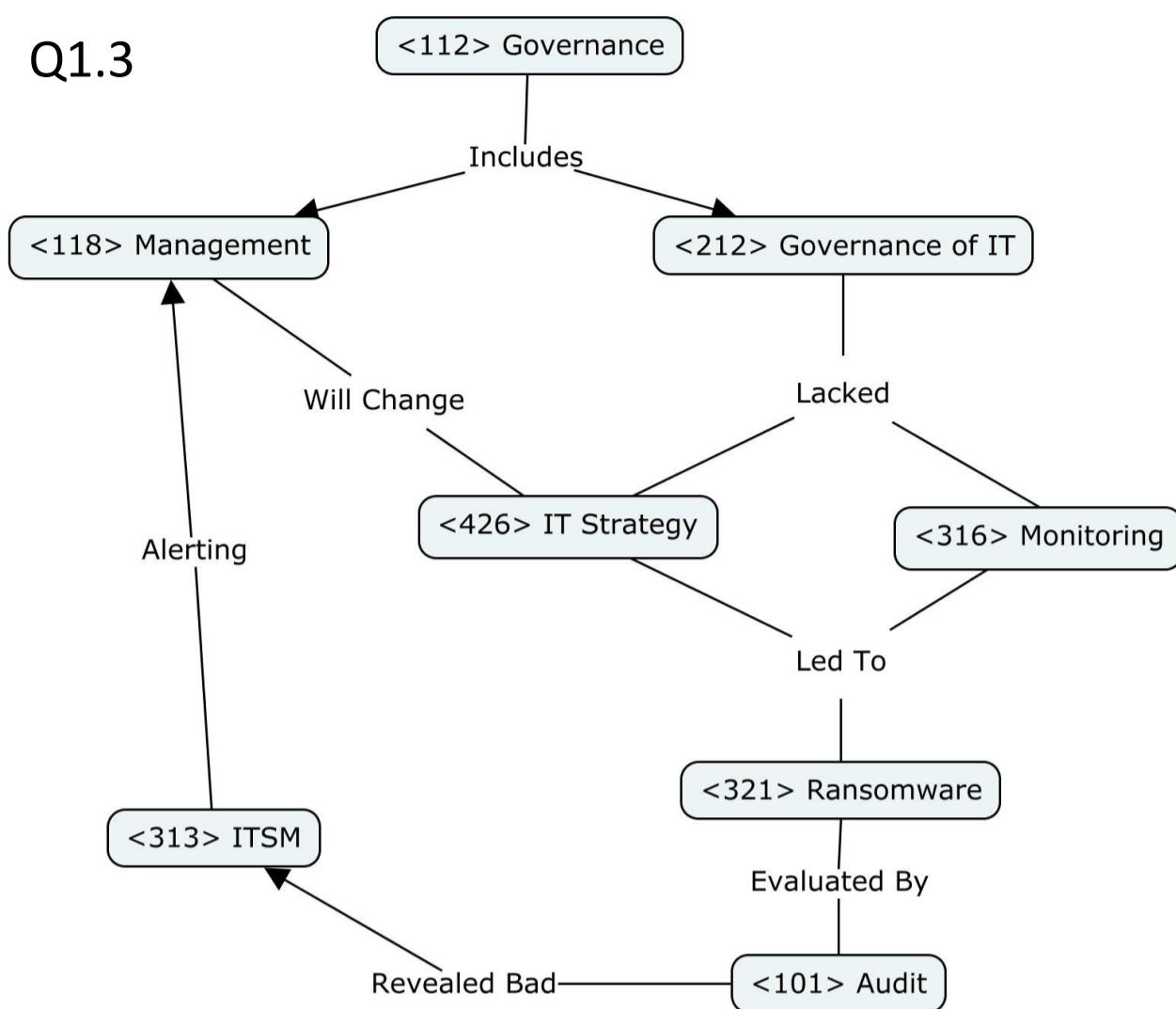
Q2:<3> ING agile transformation (2015)

Q2.3:

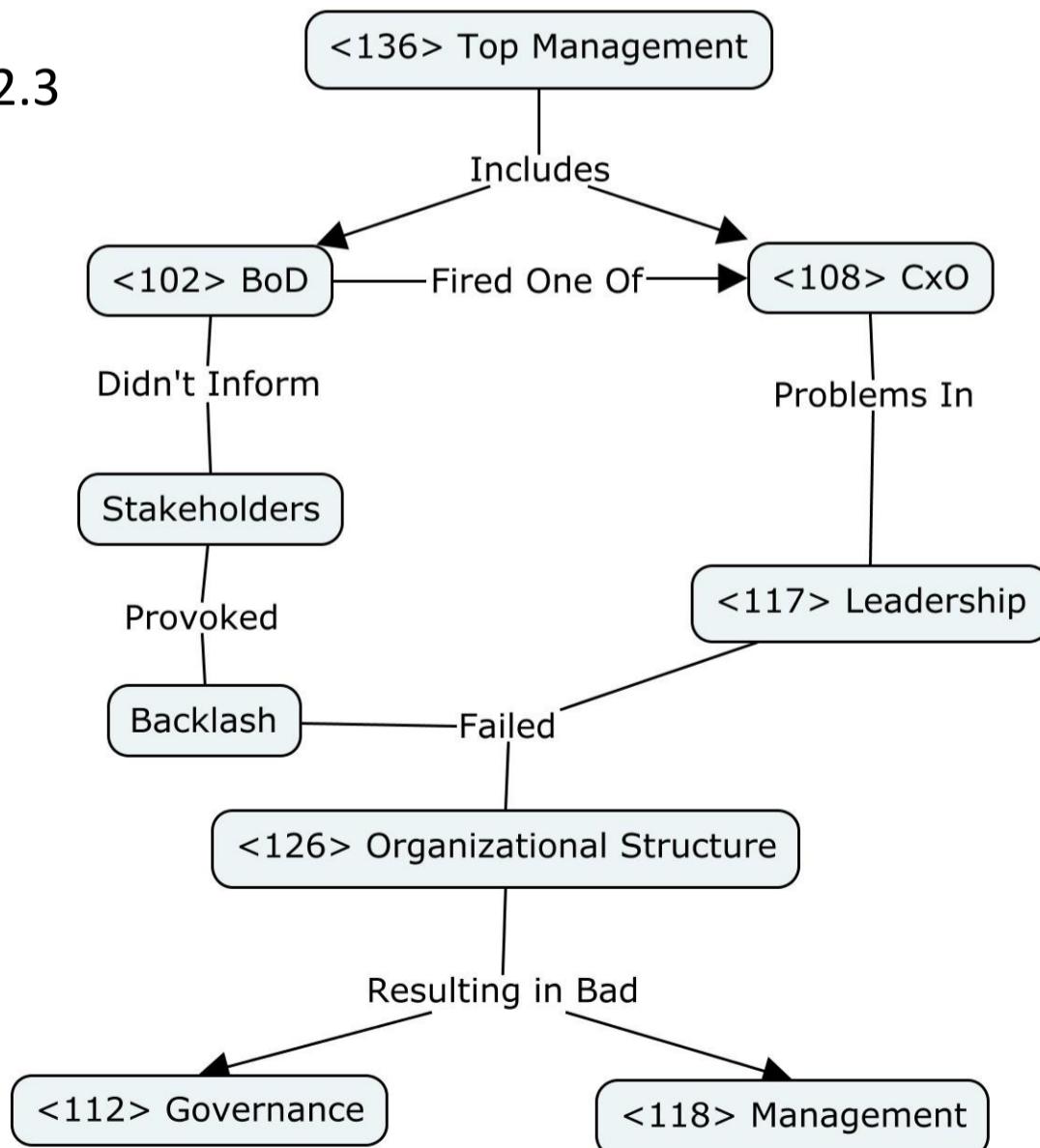


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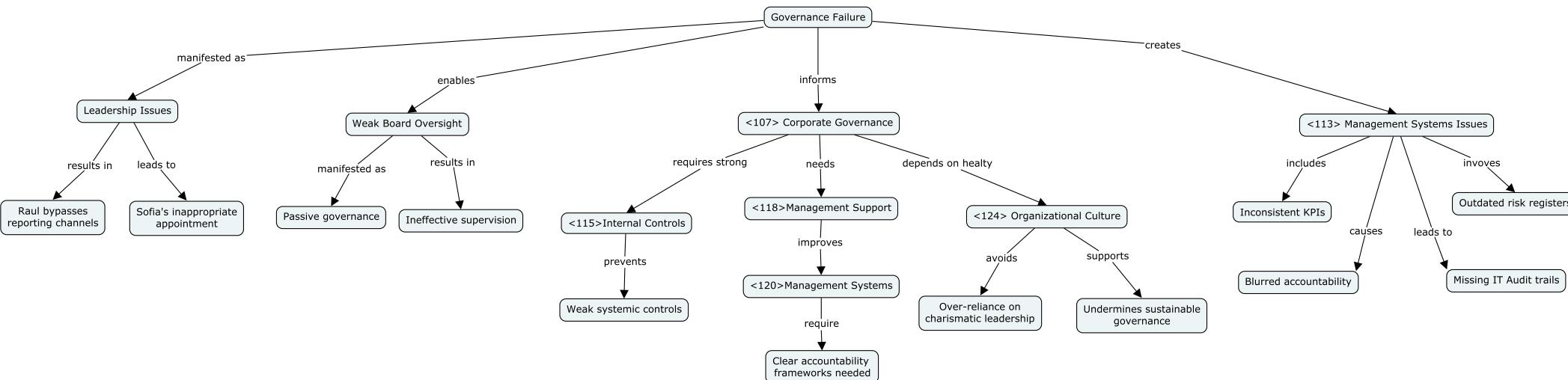
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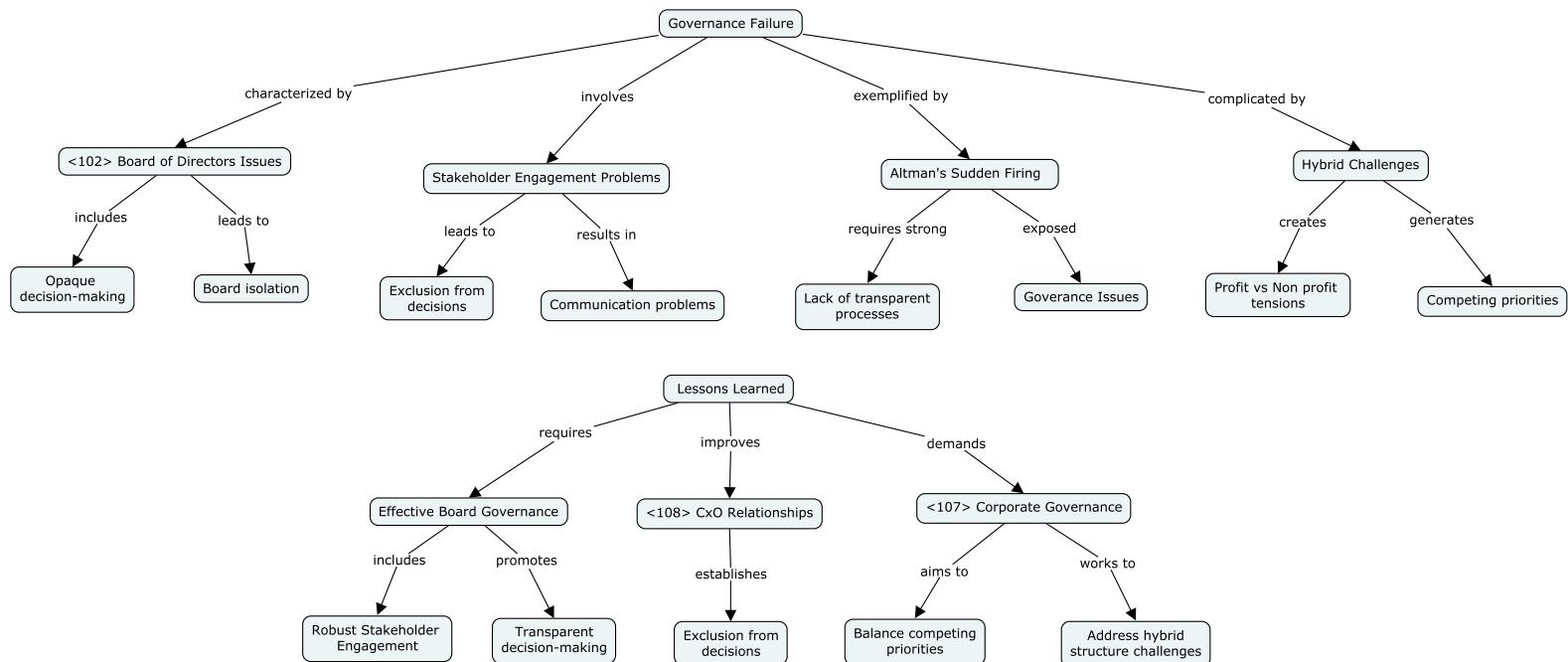
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Concept Map for Q1.3 - VisioRetail CEO Shuffle

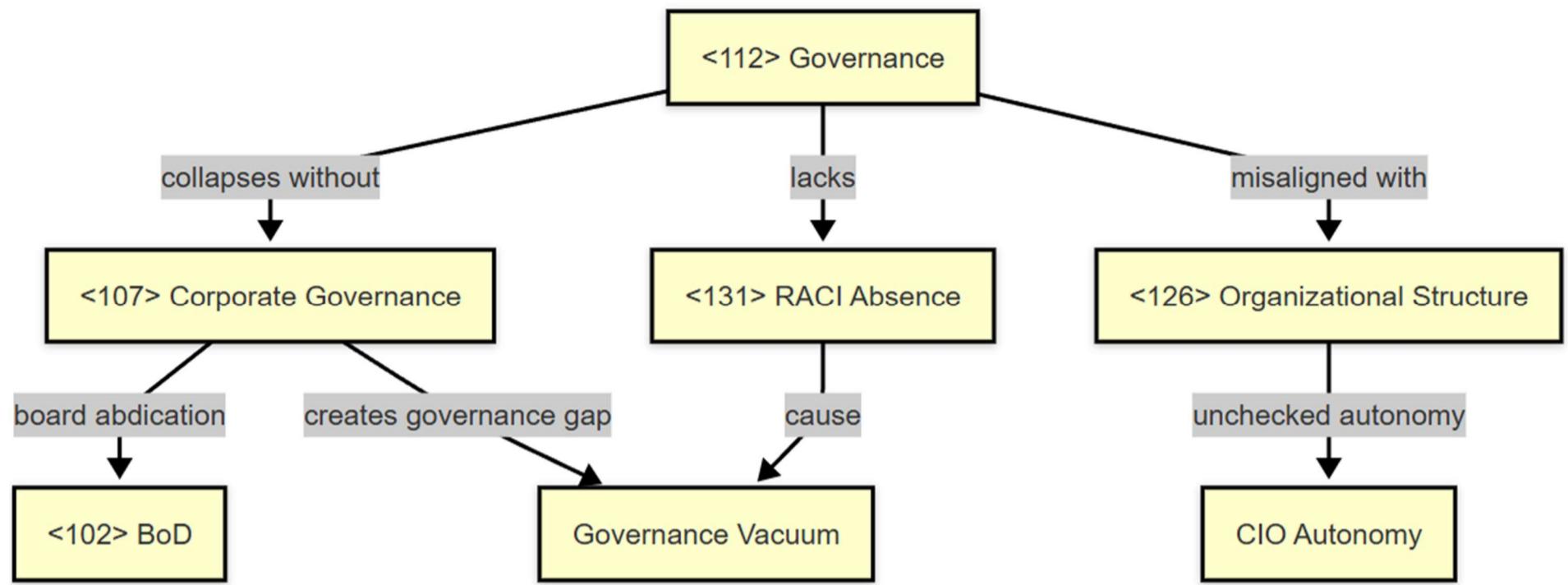


Concept Map for Q2.3 - OpenAI and the Boardroom Shockwave

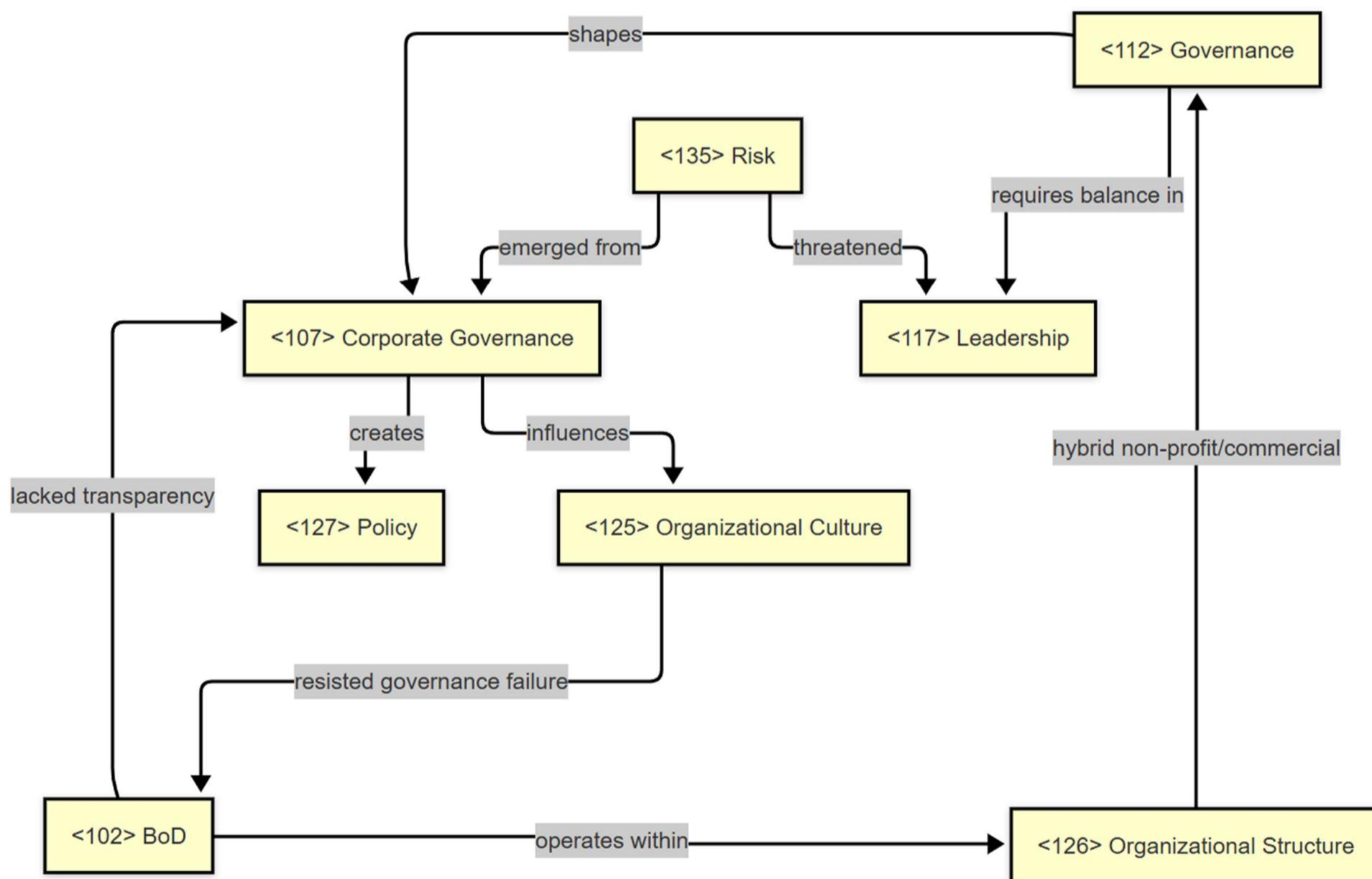


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Q1.3



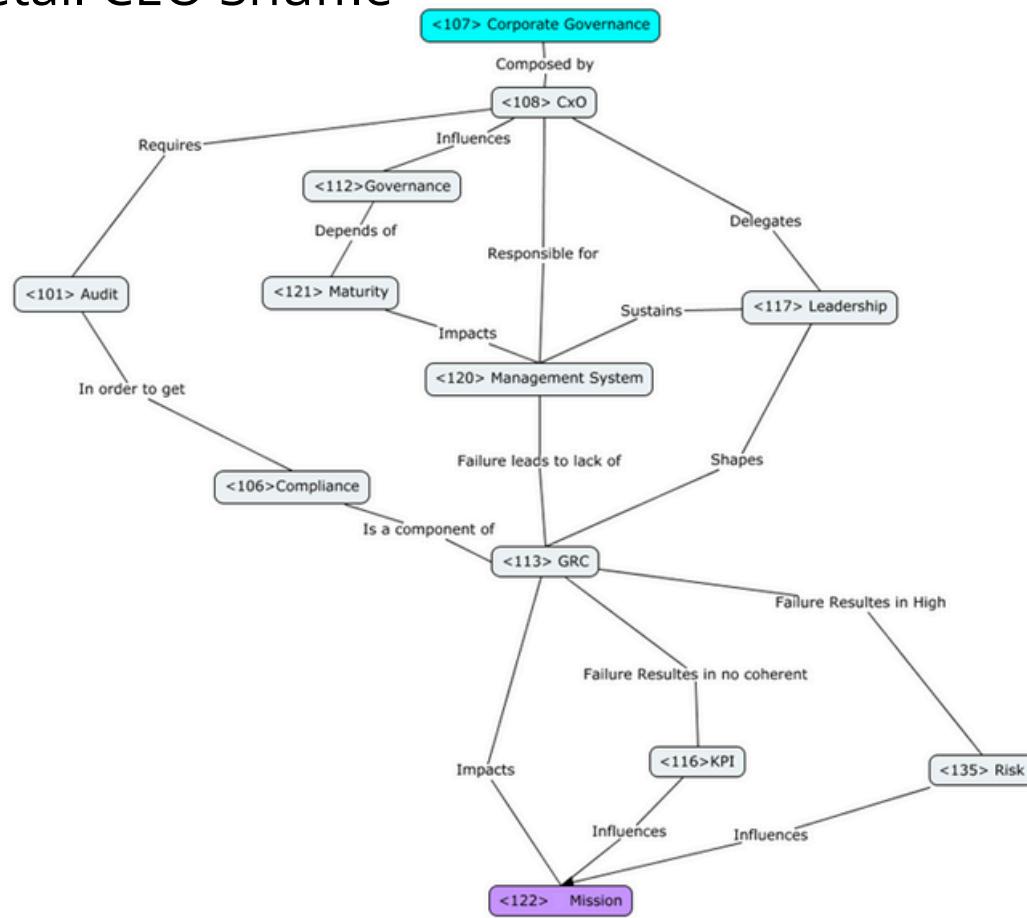
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Ist number: 112438 Name: Joana Matias

Q1.3

Story: VisioRetail CEO Shuffle

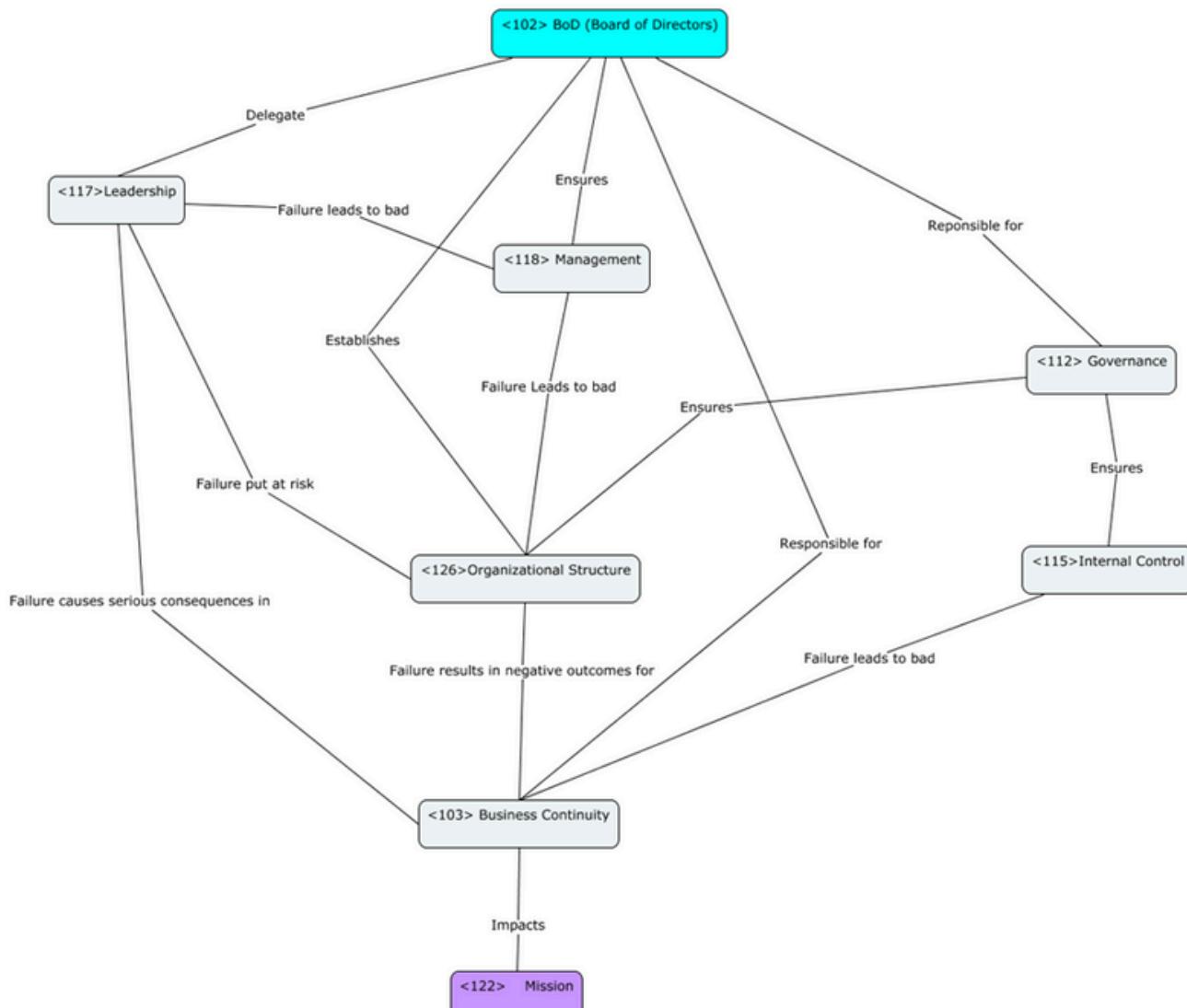


Glossary Concepts Used:

<101> - Audit, <106> - Compliance, <107> - Corporate Governance, <108> - CxO, <112> - Governance, <113> - GRC, <116> - KPI, <117> - Leadership, <120> - Management System, <121> - Maturity, <122> - Mission, <135> - Risk.

Q2.3

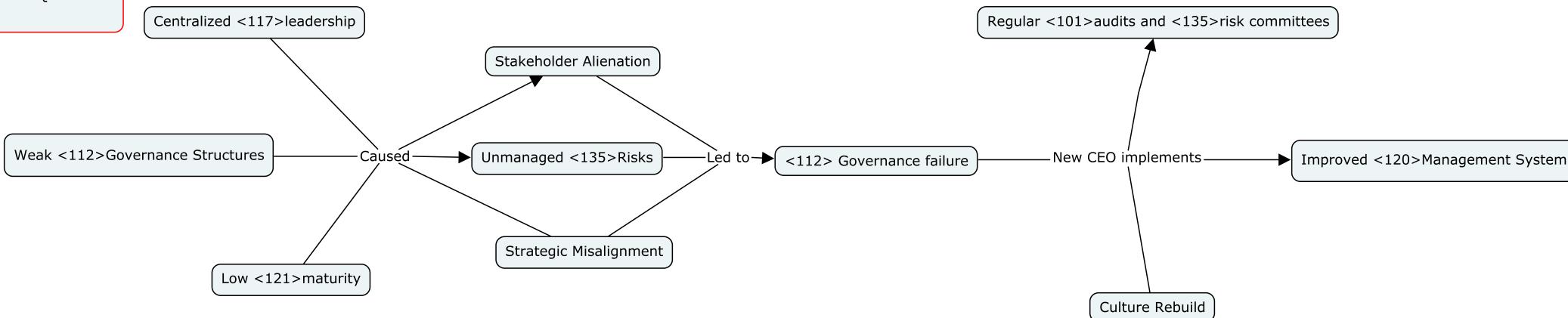
Case: The SEF Migration Debacle



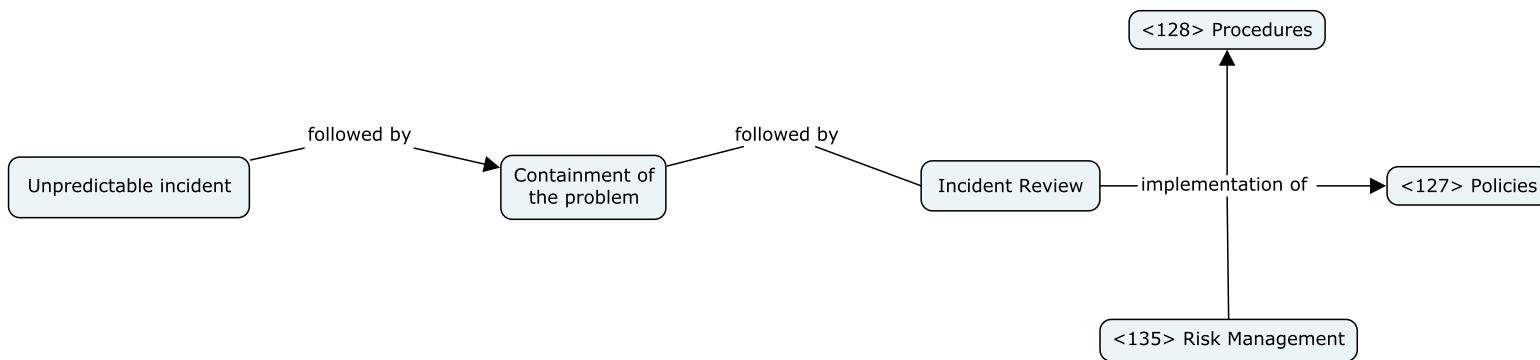
Glossary Concepts Used:

<102> - BoD, <103> - Business Continuity, <112> - Governance, <115> - Internal Control, <117> - Leadership, <118> - Management, <122> - Mission, <126> - Organizational Structure.

Q1.3

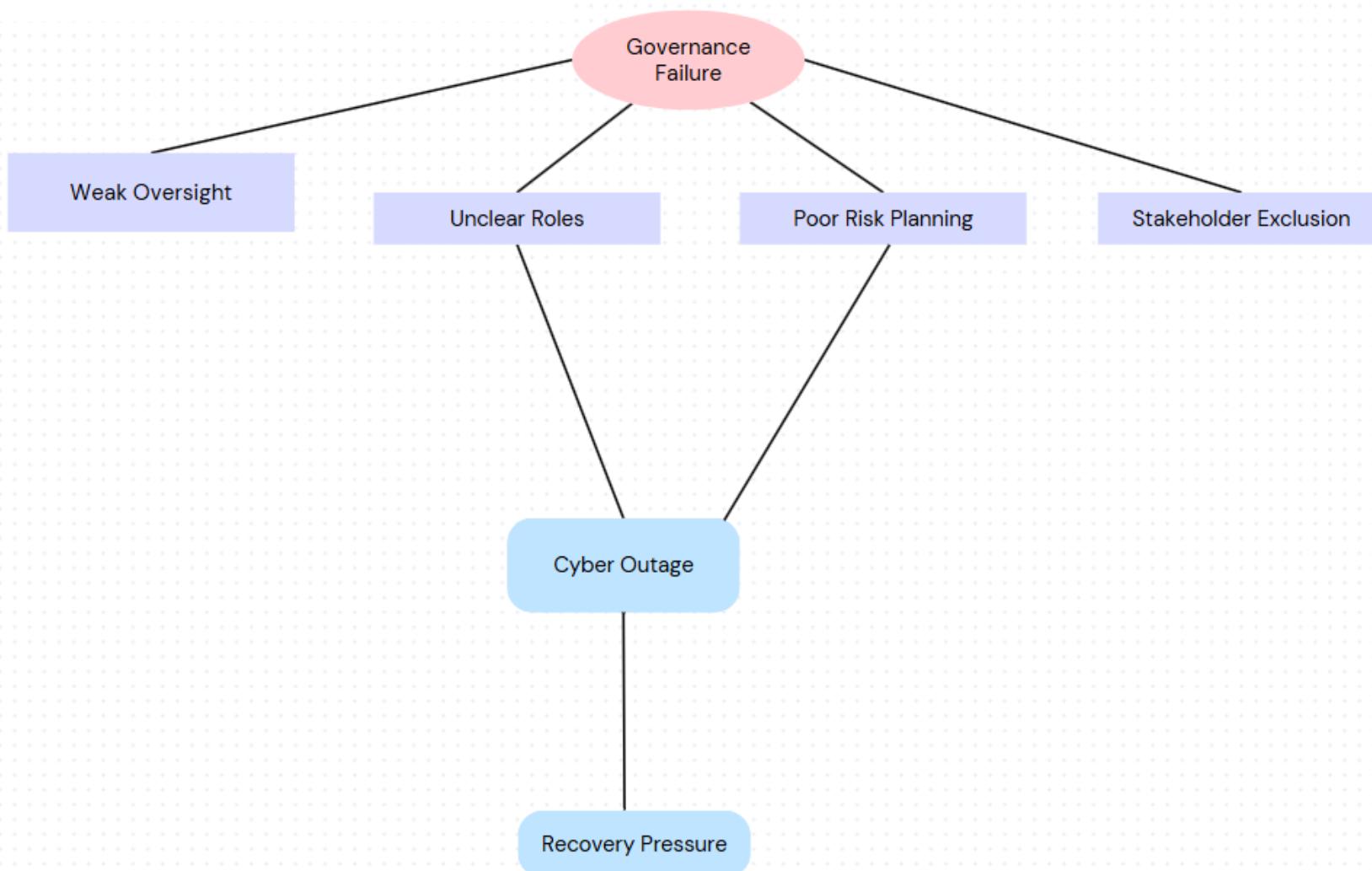


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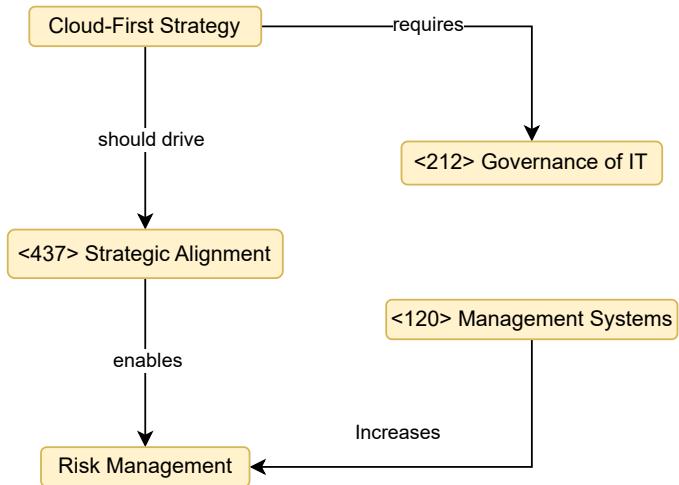


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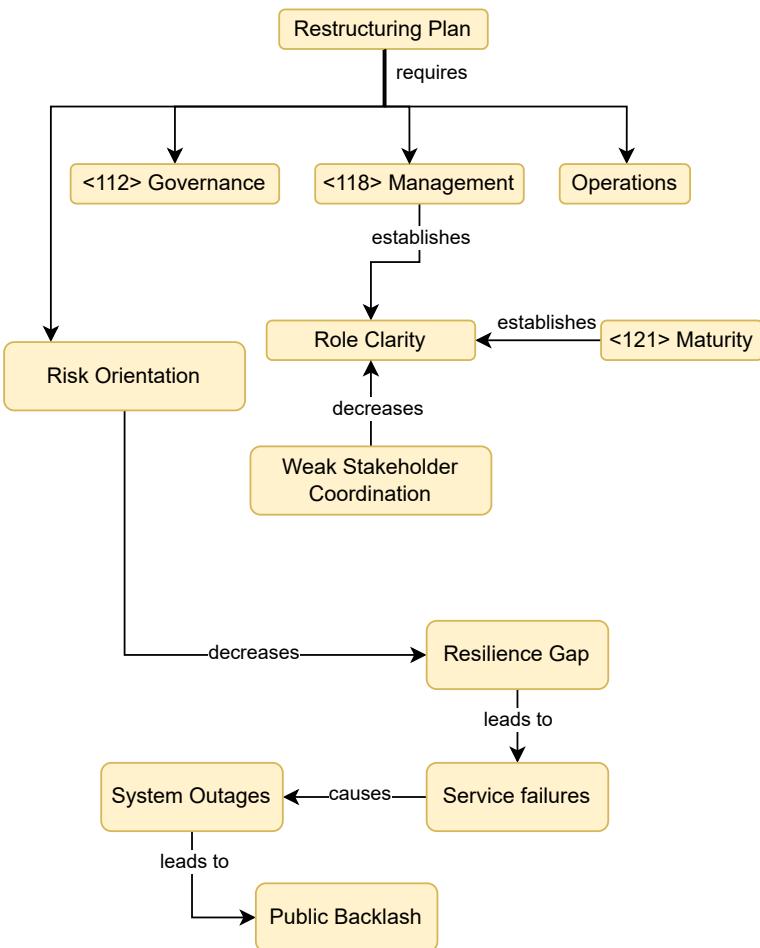
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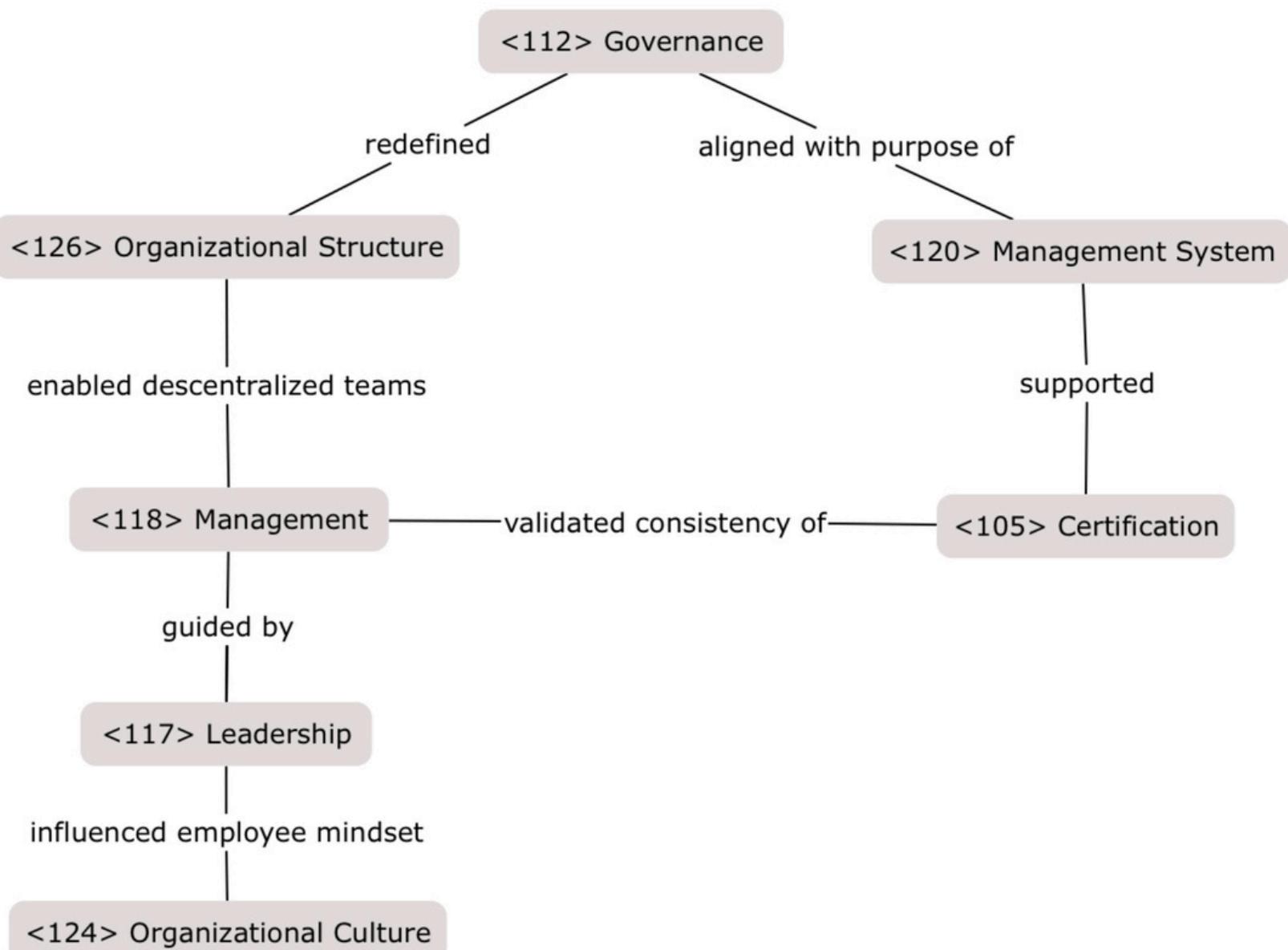
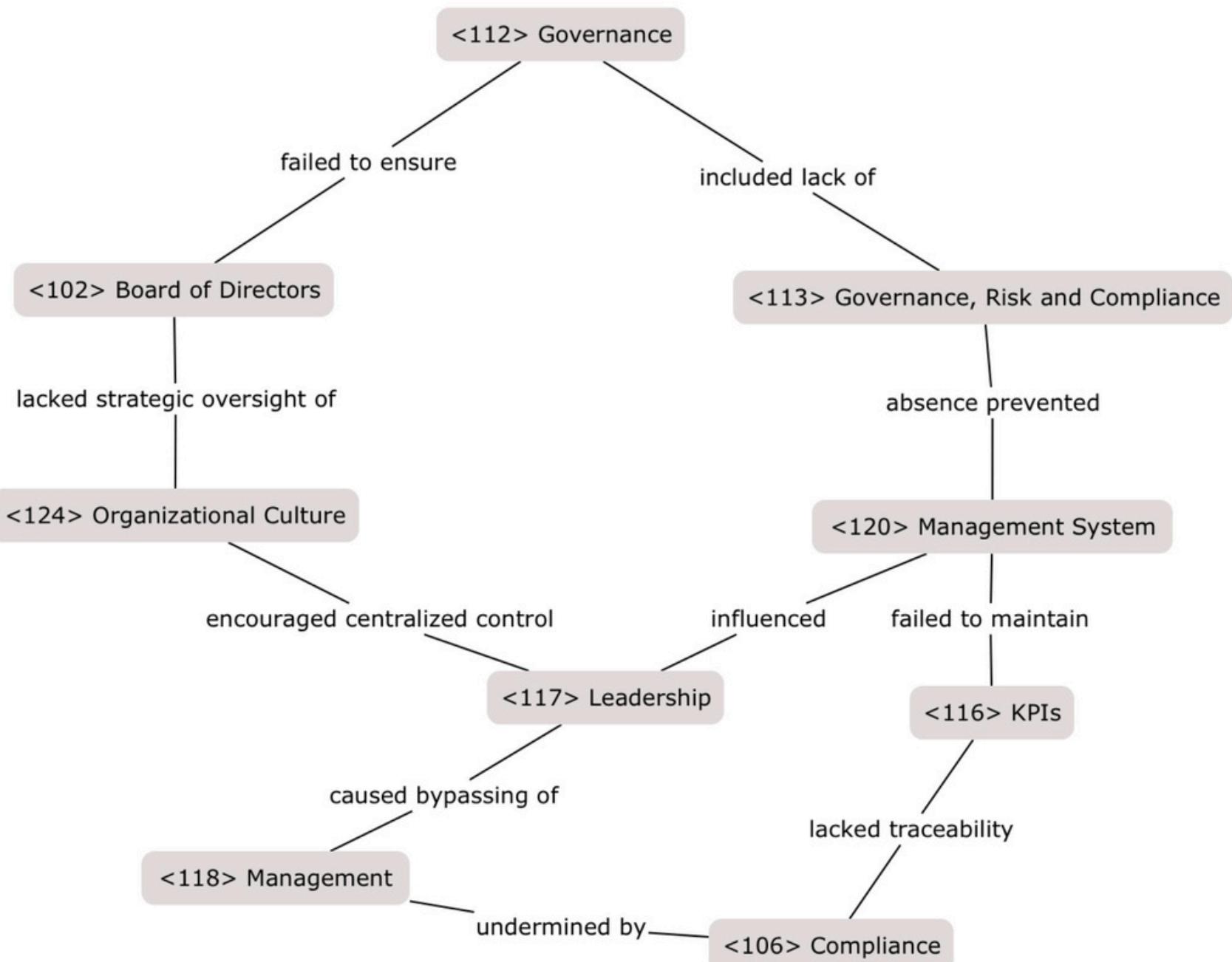
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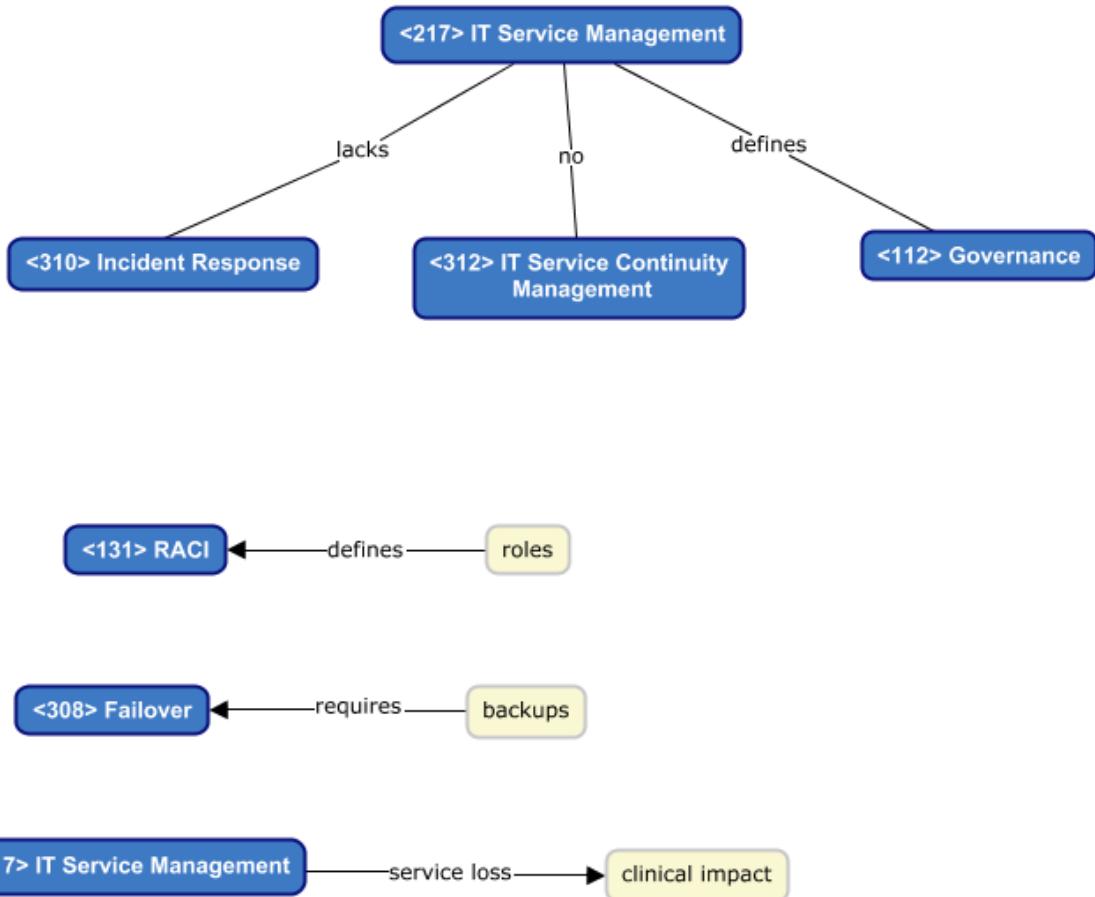
Q2.3



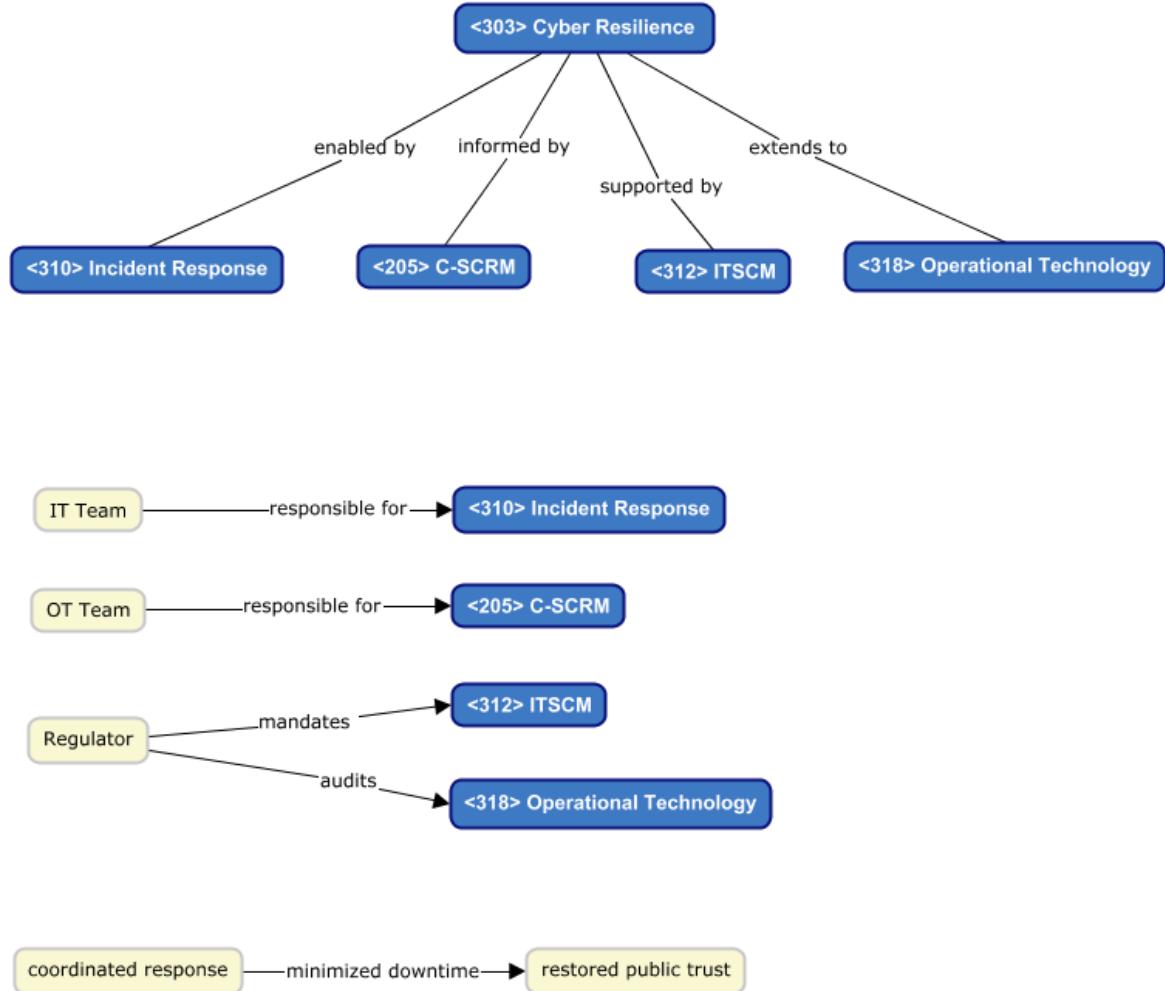
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Q1.3



Q2.3



Concept Maps

Q1.3

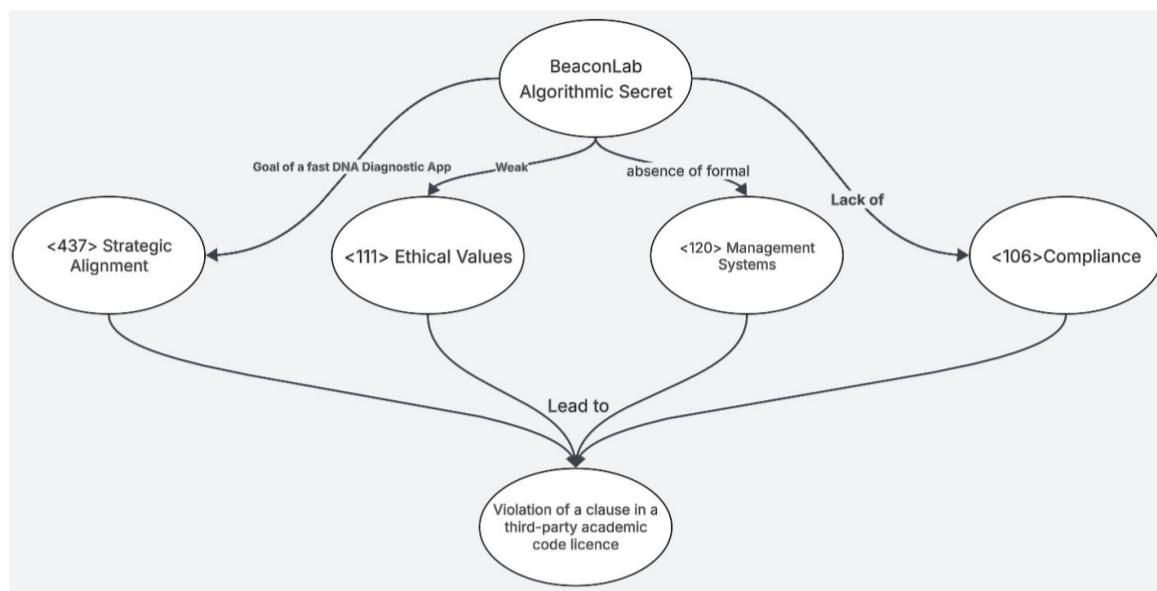


Image 1concept map for Story Analysis

Q2.3

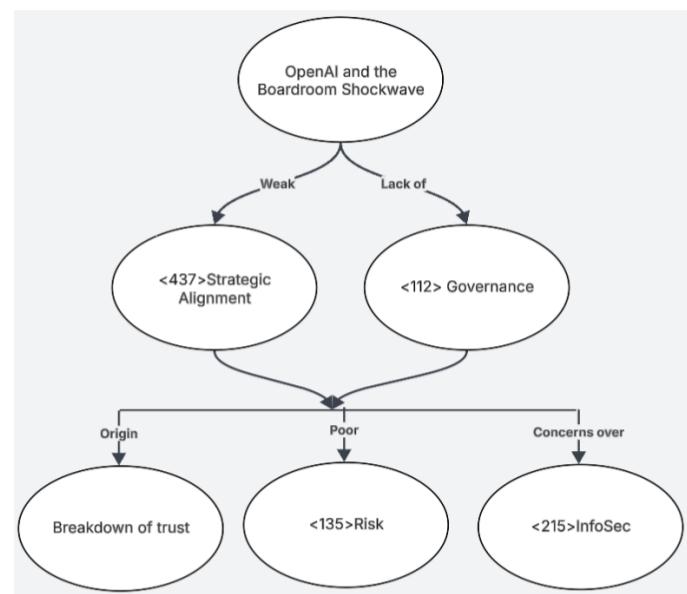


Image 2 concept map for Case Analysis

Story Analysis(BeaconLab Algorithmic Secret)

Q1.1

The story reflects how the absence of formal <113> Management Systems and weak <111>Ethical Values mechanisms led to ethical failure. BeaconLab's start-up culture lacked sufficient governance to manage open-source risks, exposing how even agile tech firms need structured oversight to operate responsibly.

Q1.2

One lesson is that <135> Risk must guide innovation, especially when dealing with third-party code. Strong <111>Ethical Values processes and developer awareness are vital for avoiding legal violations. Governance is not a blocker to innovation—it's a foundation for trust, sustainability, and accountable management.

Case Analysis (OpenAI and the Boardroom Shockwave)

Q2.1

This case highlights a governance crisis within a high-stakes AI organisation. The conflict shows how weak <437> Strategic Alignment and <112> Governance structures can paralyse leadership. It also reflects poor <135> Risk in managing internal disagreements, with major implications for <215> Info Sec and public trust in AI.

Q2.2

Organisations need robust <113> Management Systems to ensure that ethical disagreements don't lead to institutional breakdown. Leadership decisions become reactive and unstable without clear <112> Governance structures and <135> Risk. The case shows the need for transparent, inclusive governance in frontier-tech contexts.

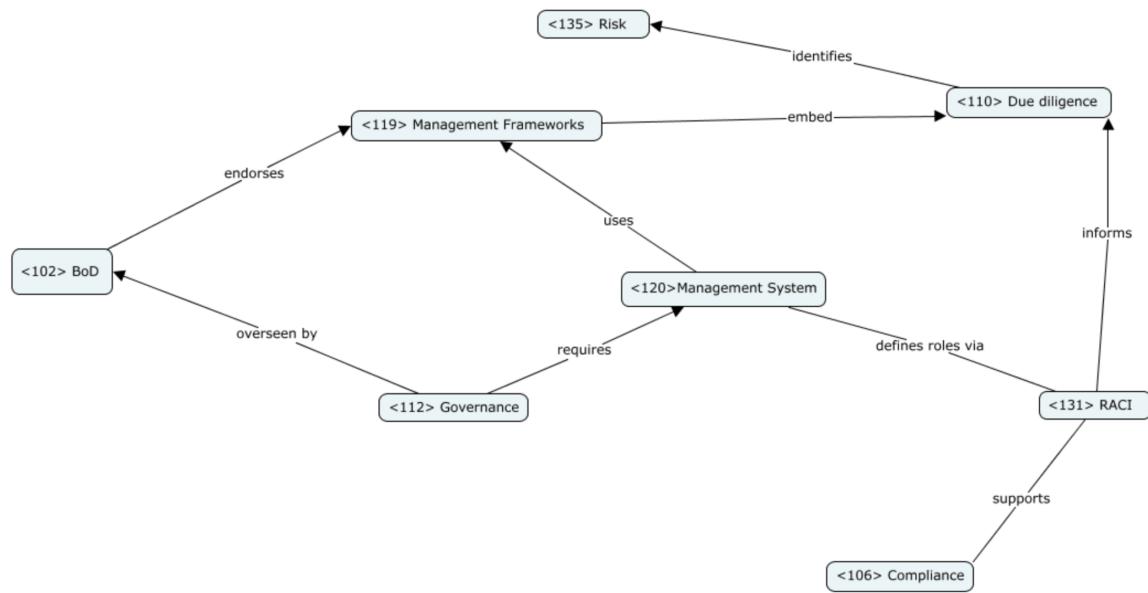
Seminar Discussion Prompt

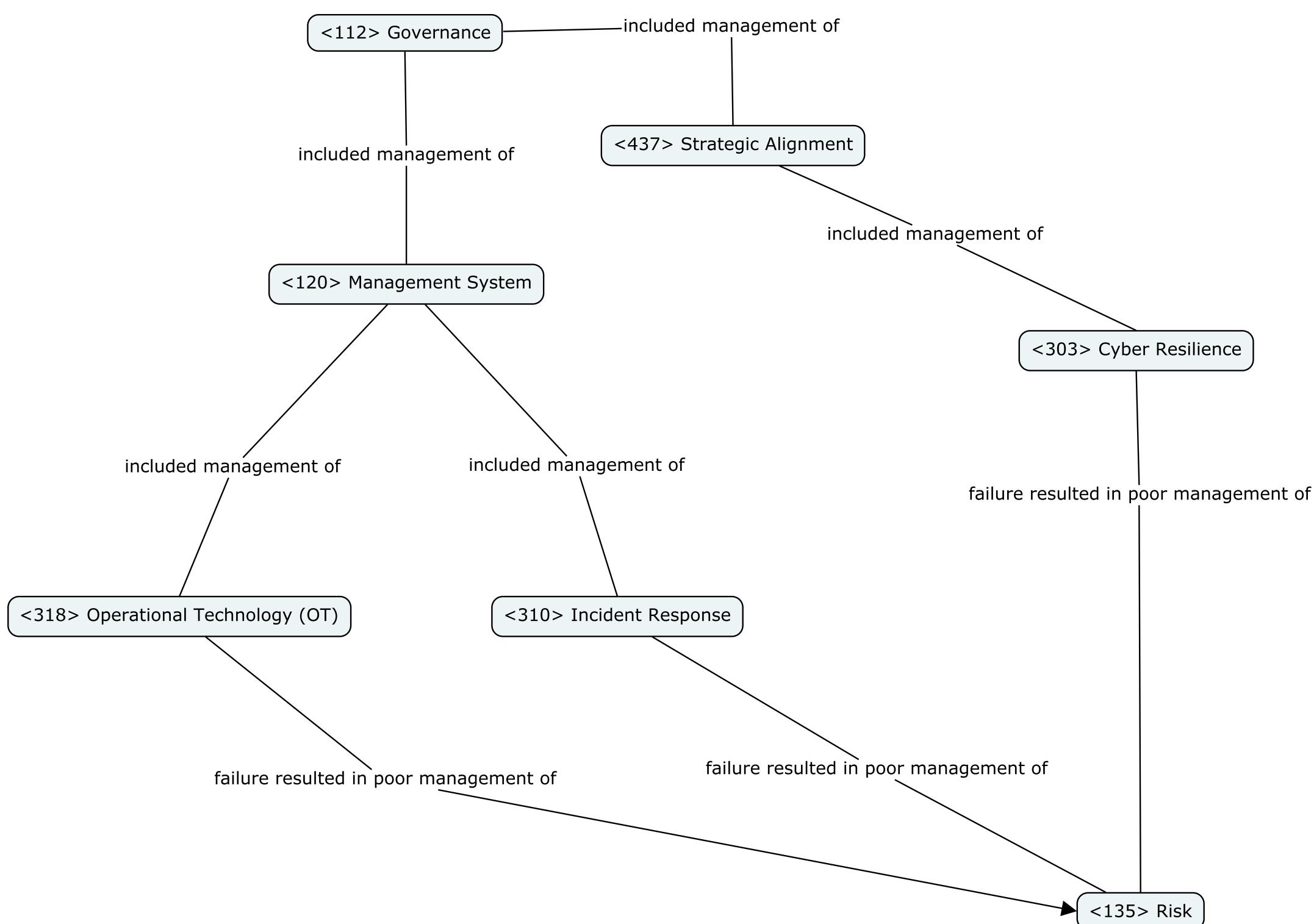
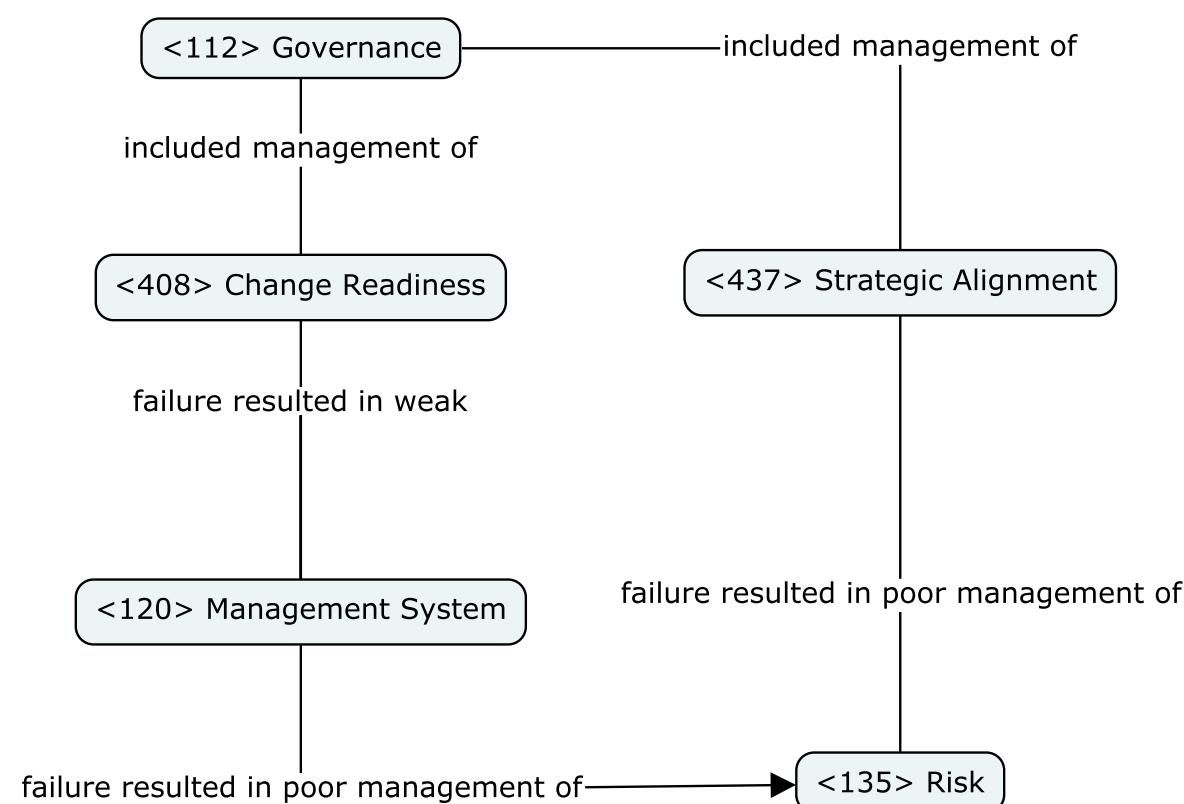
Q3.1

How can innovation teams balance speed, ethics, and compliance in high-stakes tech development?

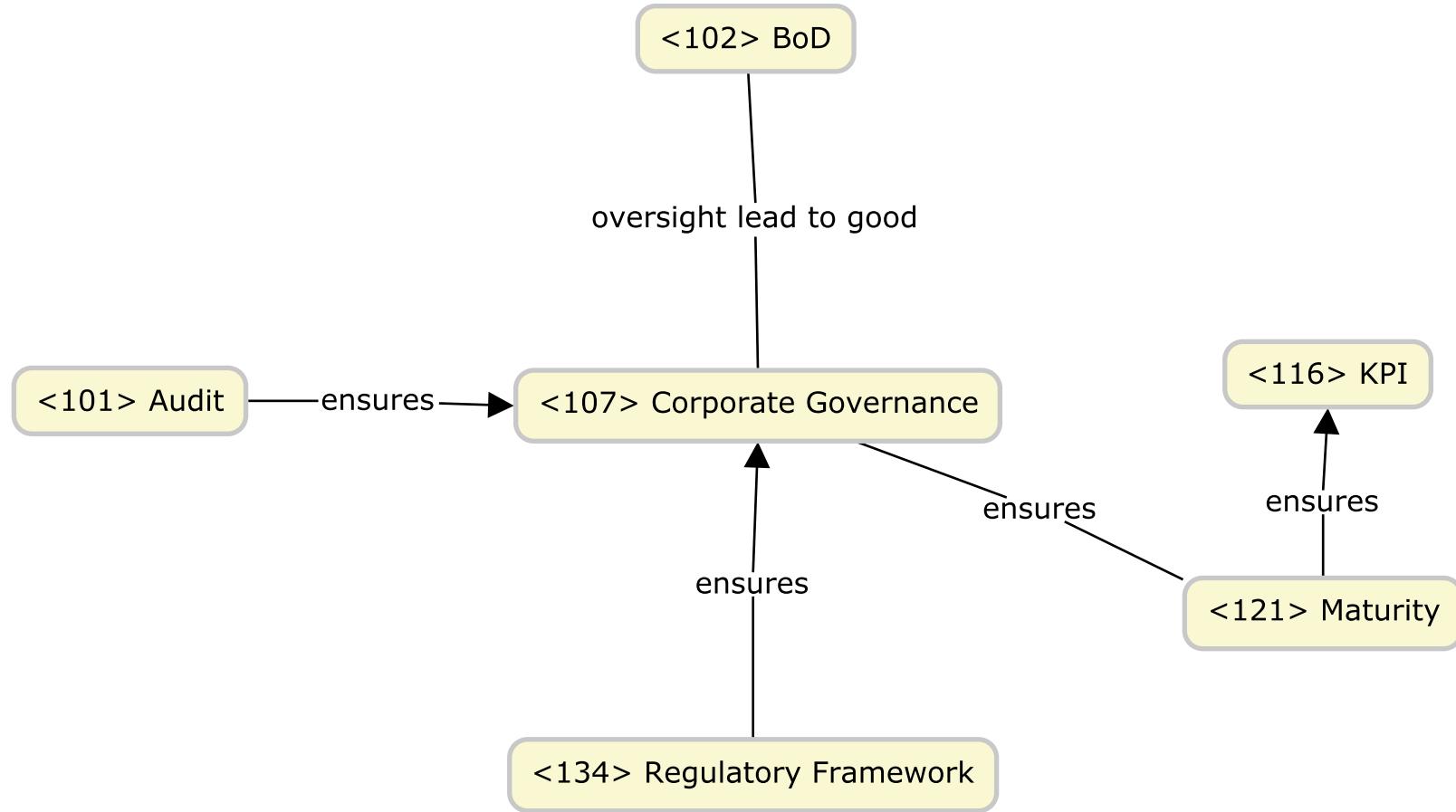
Q3.2

This question addresses a key tension in both the BeaconLab and OpenAI cases: the trade-off between rapid innovation and robust <112> Governance, <111>Ethical Values and <135> Risk. It encourages reflection on how organisations design <113> Management Systems that enable agility without sacrificing ethical and legal responsibilities.

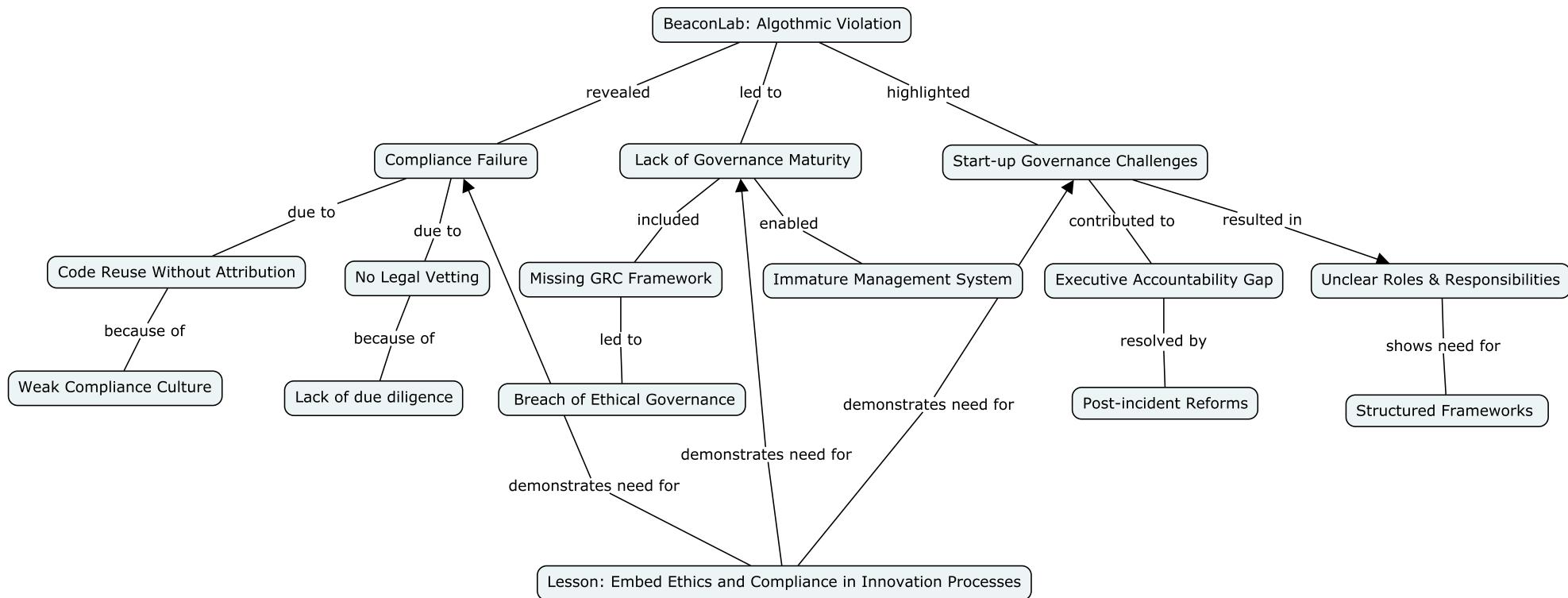




1113173 Oleksandr Peretyatko

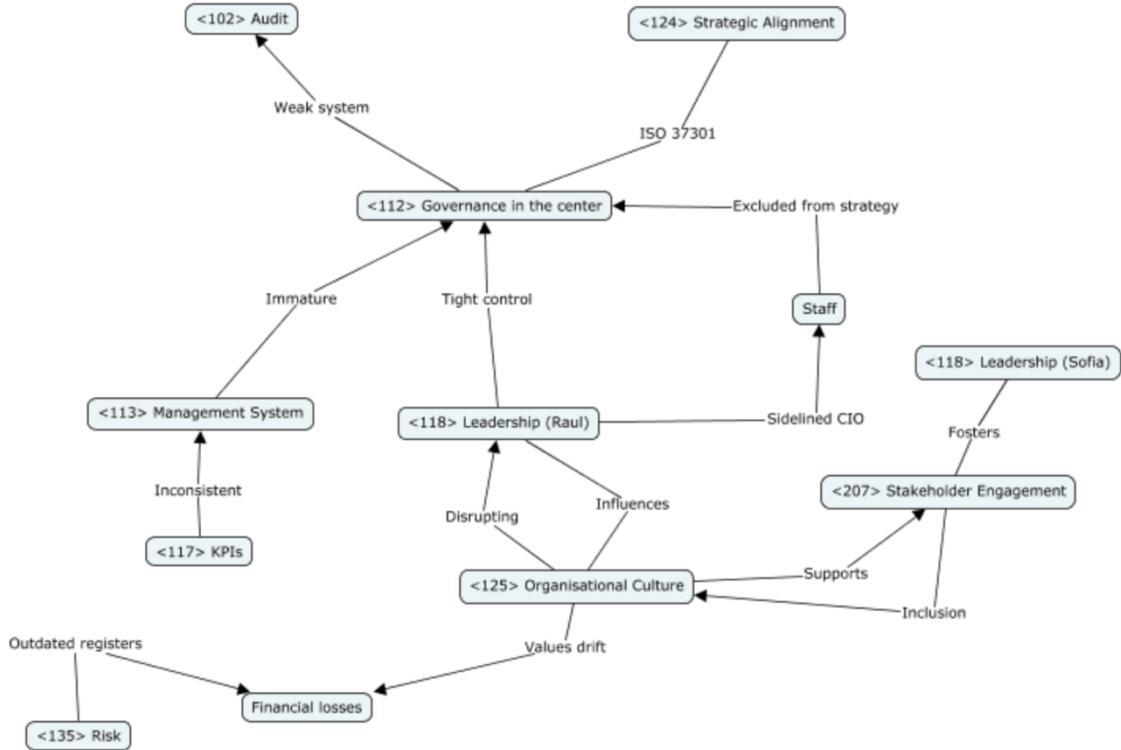


Tomas Niederkofler ist 1113176

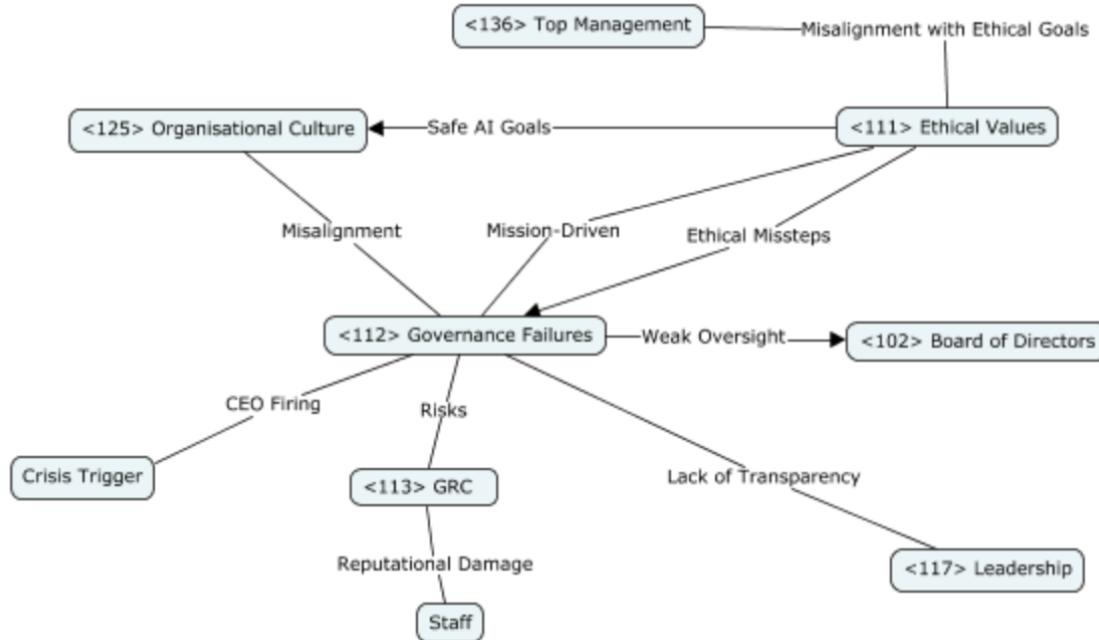


João Vairinhos
IST1113183

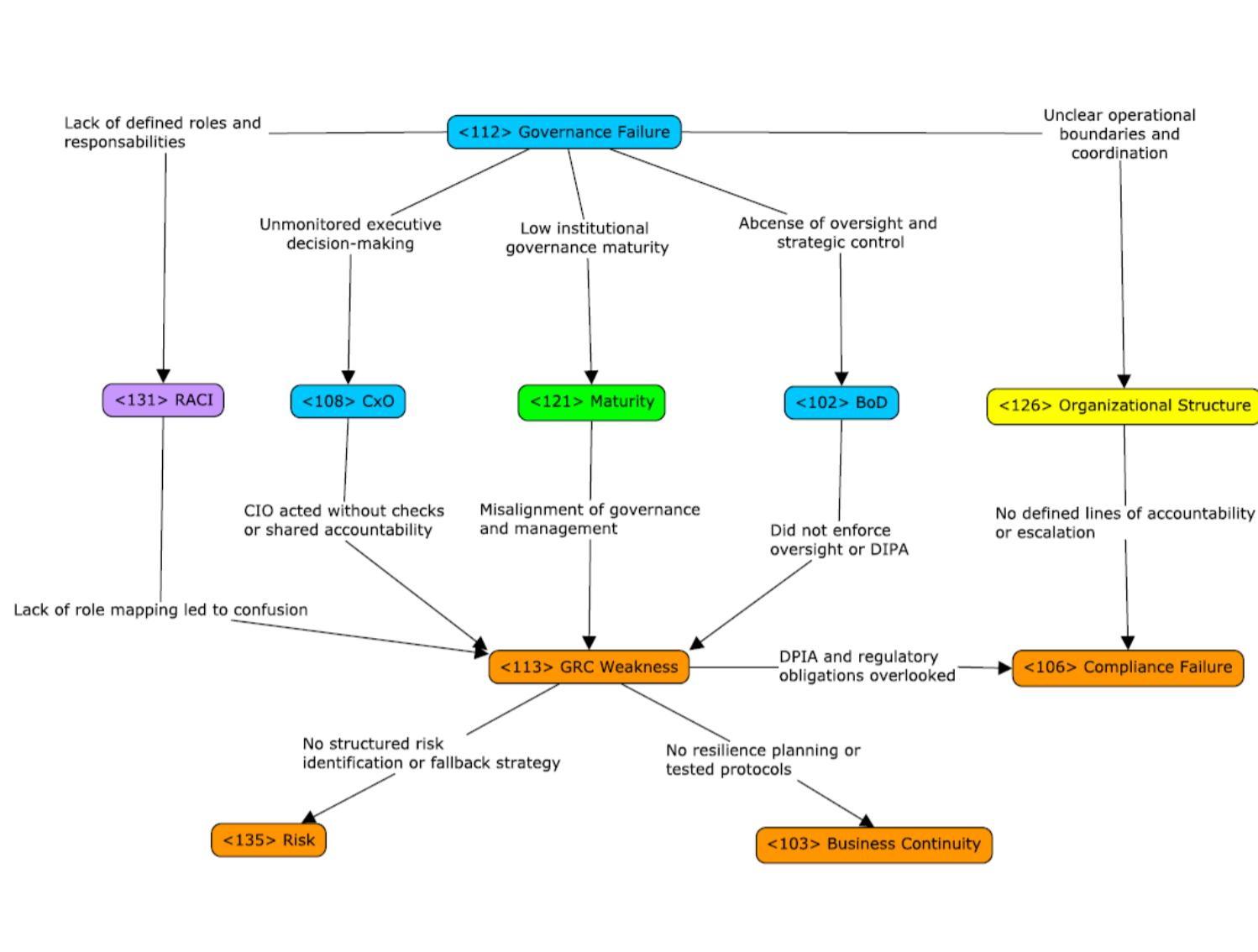
Q 1.3



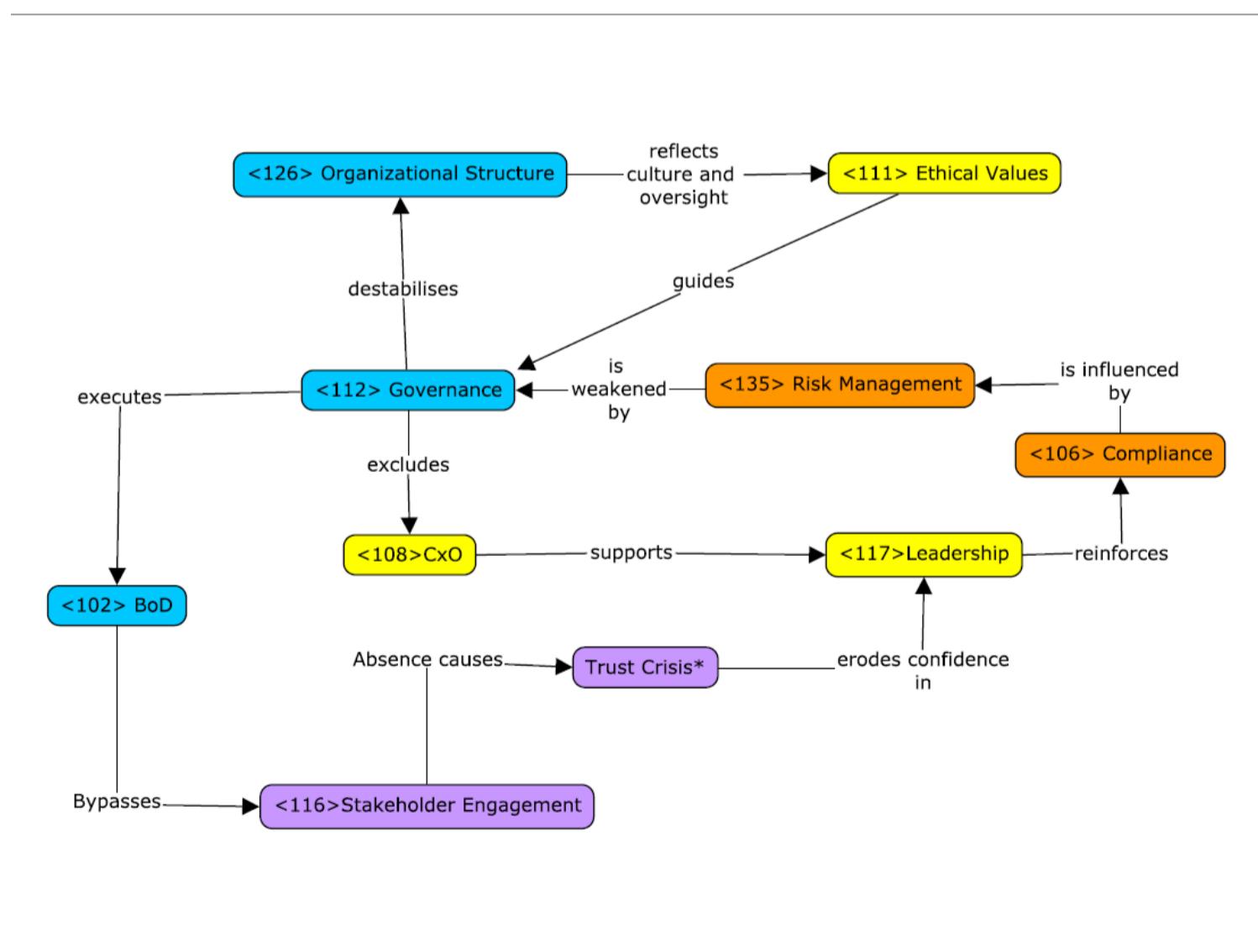
Q 2.3

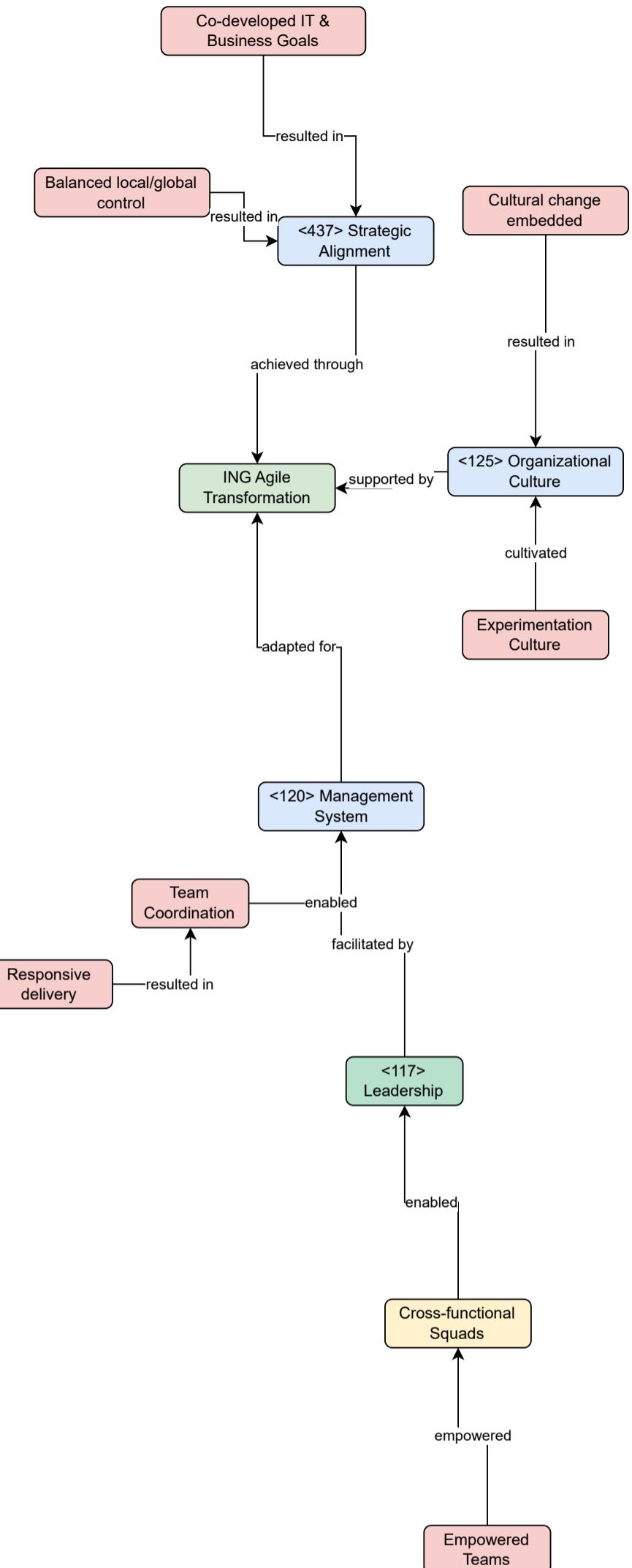
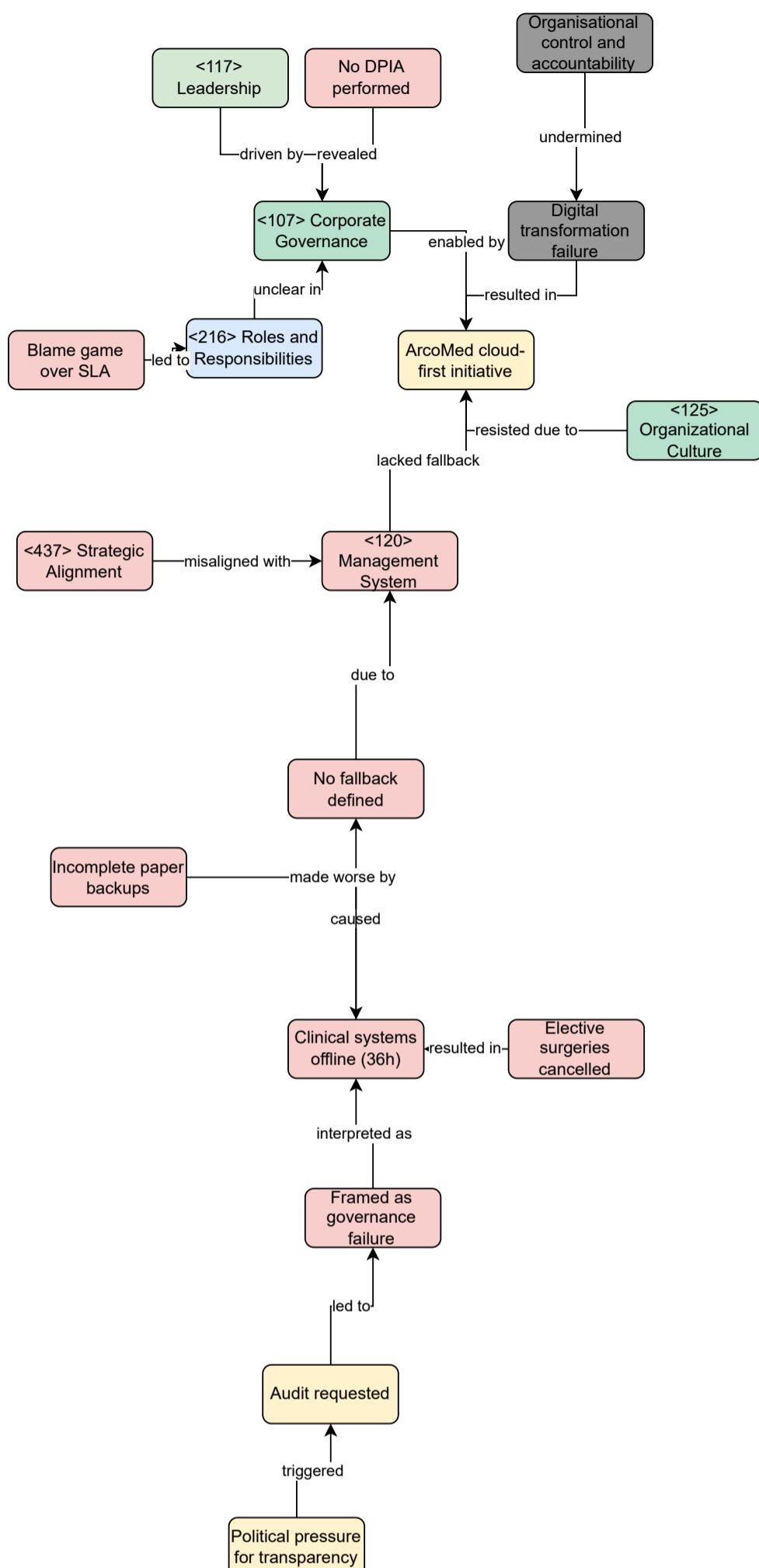


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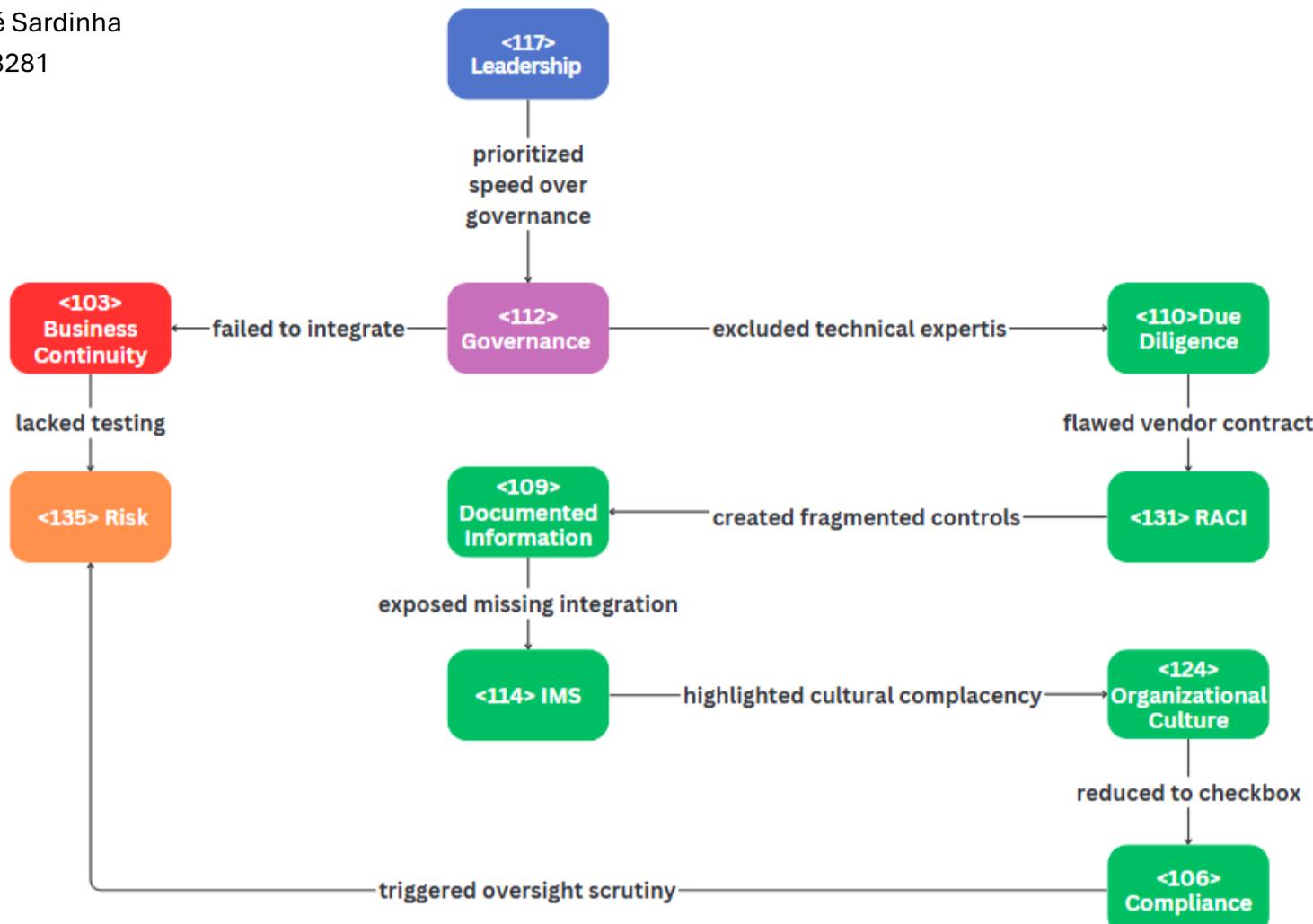
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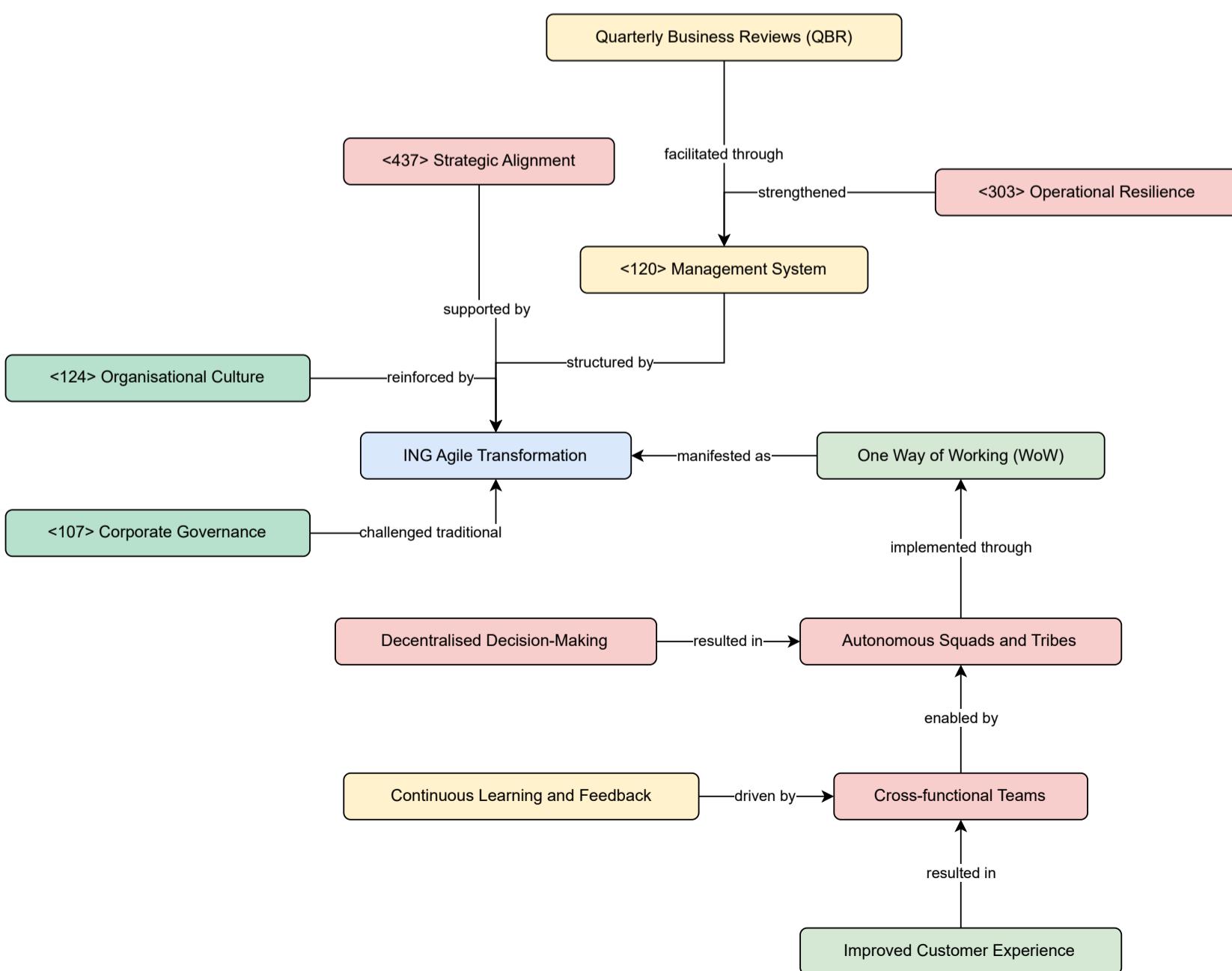
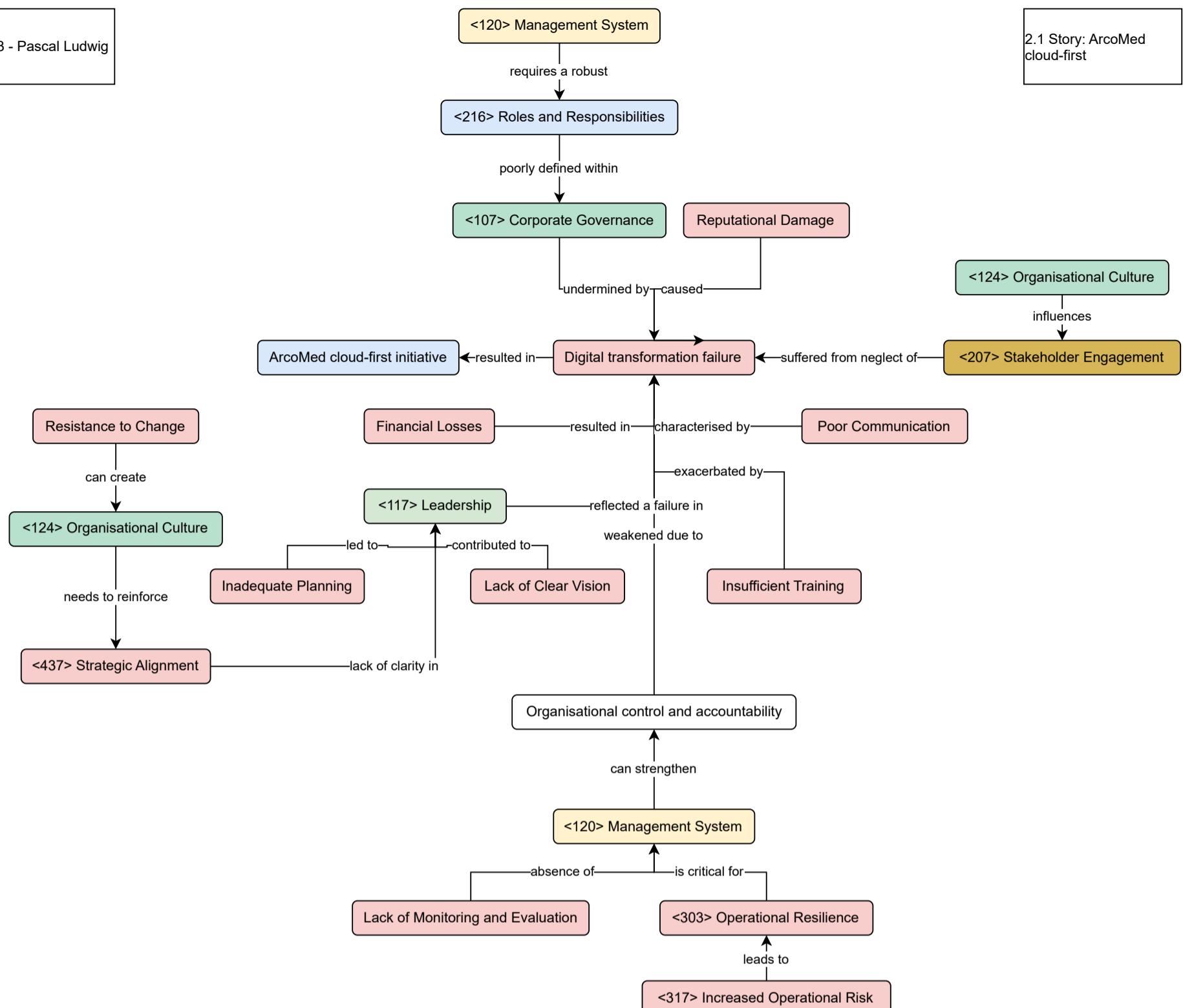
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The MetroWater case shows how **<117> Leadership** prioritizing speed over **<112> Governance** led to systemic failures. Excluding technical staff from **<110> Due Diligence** created **<131> RACI** gaps in vendor contracts, while untested **<103> Business Continuity** plans amplified **<135> Risk**. A **<124> Organisational Culture** treating **<106> Compliance** as checkboxes and fragmented **<109> Documented Information** in the **<114> IMS** compounded these issues. This proves digital transformation requires embedding governance in operations, not just paperwork.

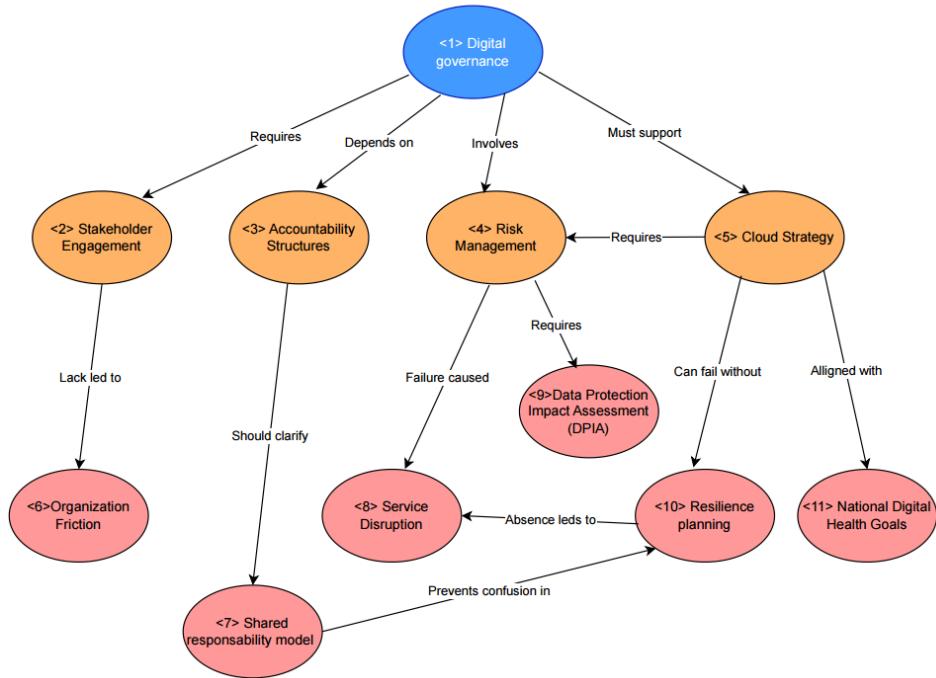


This diagram traces how **<117>** leadership's focus on shareholders over stakeholders creates **<112>** governance gaps, escalating to reputational risk **<135>** and **<106>** compliance breaches. **<131>**RACI ambiguities and **<113>**GRC silos reveal systemic flaws, while a profit-driven culture reduces **<107>** governance to mere formality, triggering stakeholder backlash.



Pedro Costa (113318) - Concept maps

Q1.3 Concept map:



Q2.3 Concept map:



SGSI 2025 – Thematic Essay 1

Student Name: Leonardo Schiavon

Student Number: 1113332

Theme 1: Organizations, Governance, and Management

1. Opening Statement

Before working on this theme, I had not fully realized how much confusion exists between governance and management in many organizations. Governance is about purpose, direction, and accountability, while management is about making things happen through daily decisions and coordination. When the two are not clearly separated or aligned, things become messy, and risks can easily escalate. I chose this theme because I believe many problems in organizations come from unclear responsibilities, silent boards, or excessive reliance on individuals instead of systems. Today, as organizations face fast change and growing complexity, they need both strong leadership and structured oversight. In this essay, I explore how governance and management interact, why that matters, and how getting it wrong can create major problems, even when the intentions are good or the people involved are capable.

2. Conceptual Discussion

I assumed governance and management were similar things. But digging deeper, I realized they play very different roles, and when they're not aligned, organizations pay the price.

Governance, as I understand it now, is about direction and responsibility. It sets the tone from the top: where are we going, who is accountable, and what values guide our actions. Management, on the other hand, is about making things happen. It is about planning, executing, and adapting daily operations. Both are essential, but they only work if they are connected by clear roles, structures, and communication.

What struck me most in the course is how easily these two can become confused. I have seen cases, even in small teams, where no one really knows who decides what. Things start to fall through the cracks, people blame each other, and in the end, it is not always bad people or bad intentions, it is just missing structure.

I also realized that governance is not just about control, it is about enabling good management. When responsibilities are mapped clearly, using models like RACI for example, it creates space for managers to act with confidence and for the organization to respond to risks or crises more effectively. Without that clarity, things slow down or get stuck.

Another concept I found powerful was governance maturity. I had not heard that term before, but it makes perfect sense. It is about how well an organization has developed its internal systems. Do people know their roles? Are risks tracked? Is decision-making transparent? Mature organizations do not rely only on individuals, they rely on structures that survive leadership changes or external pressure.

The lecture notes also highlighted how formal frameworks like ISO 37301 or COSO can support this maturity. At first, these standards felt abstract, but then I realized their value. They help organizations avoid relying too much on informal networks or charismatic leaders. They bring consistency and help define what good governance actually looks like.

Finally, I have come to see governance and management as a kind of partnership. Governance sets the conditions, and management brings them to life. If they drift apart, if one is too weak or too dominant, the organization loses balance.

This theme helped me shift my thinking. I no longer see governance as just oversight or compliance. I see it as a foundation that allows management to be effective, decisions to be responsible, and people to work with trust and clarity. In a complex and uncertain world, that structure is not a luxury, it is a necessity.

Vuoi che aggiorni subito il testo completo dell'Essay con questa versione? Posso fornirti il documento finale tutto in un unico blocco, se vuoi ricompilare il PDF con precisione.

3. Case Analysis

Story:

VisioRetail – CEO Shuffle

VisioRetail is a perfect example of what happens when governance fails to keep up with growth. Under CEO Raul Andrade, the company expanded rapidly, driven by automation and innovation. But the governance system was hollow. Raul concentrated decision-making in a small “strategy cell,” bypassing traditional reporting channels and ignoring broader consultation. The board remained passive, impressed by short-term growth, and failed to challenge the concentration of power.

When financial problems emerged, the board reacted by appointing Sofia Matos as interim CEO.

Her review revealed a lack of internal control: no consistent KPIs, outdated risk registers, and missing audit trails for critical contracts. The CIO had no board access, and the HR director had resigned due to “values drift.” Sofia applied a structured governance approach using ISO 37301, redefined executive roles, involved stakeholders, and rebuilt the management system. This story illustrates that without strong governance, management cannot function effectively. It also shows that restoring governance requires both structure and culture change.

Case:

ING and the Agile Transformation

The ING case shows how governance and management can evolve together in response to strategic change. ING adopted an agile model not just in IT but across the organization. This involved replacing traditional hierarchies with small, autonomous squads and tribes. For such a transformation to succeed, ING had to rethink governance: decision rights, performance metrics, and the role of leadership.

Unlike VisioRetail, ING’s transformation was not top-down. It was built on clear alignment between governance and management, with support from the board, involvement of cross-functional teams, and investment in cultural adaptation. Accountability was shared but structured. The case shows that agility and governance are not opposites. With the right systems and mindset, they can reinforce each other.

Both cases demonstrate that governance maturity is essential. Where VisioRetail had failed due to opacity and concentration of power, ING succeeded by combining flexibility with structure. Governance is not an obstacle to innovation—it is what makes innovation sustainable.

4. Final Reflection

Writing this essay helped me understand that governance is not just a theoretical concept, it is the invisible backbone of every functioning organization. When structures are missing or roles are unclear, even talented teams and strong leaders can fail. What struck me most is how short-term success, like in the VisioRetail case, can hide deep structural problems that explode later. At the same time, ING showed me that change can work when there is a clear balance between who decides and who executes.

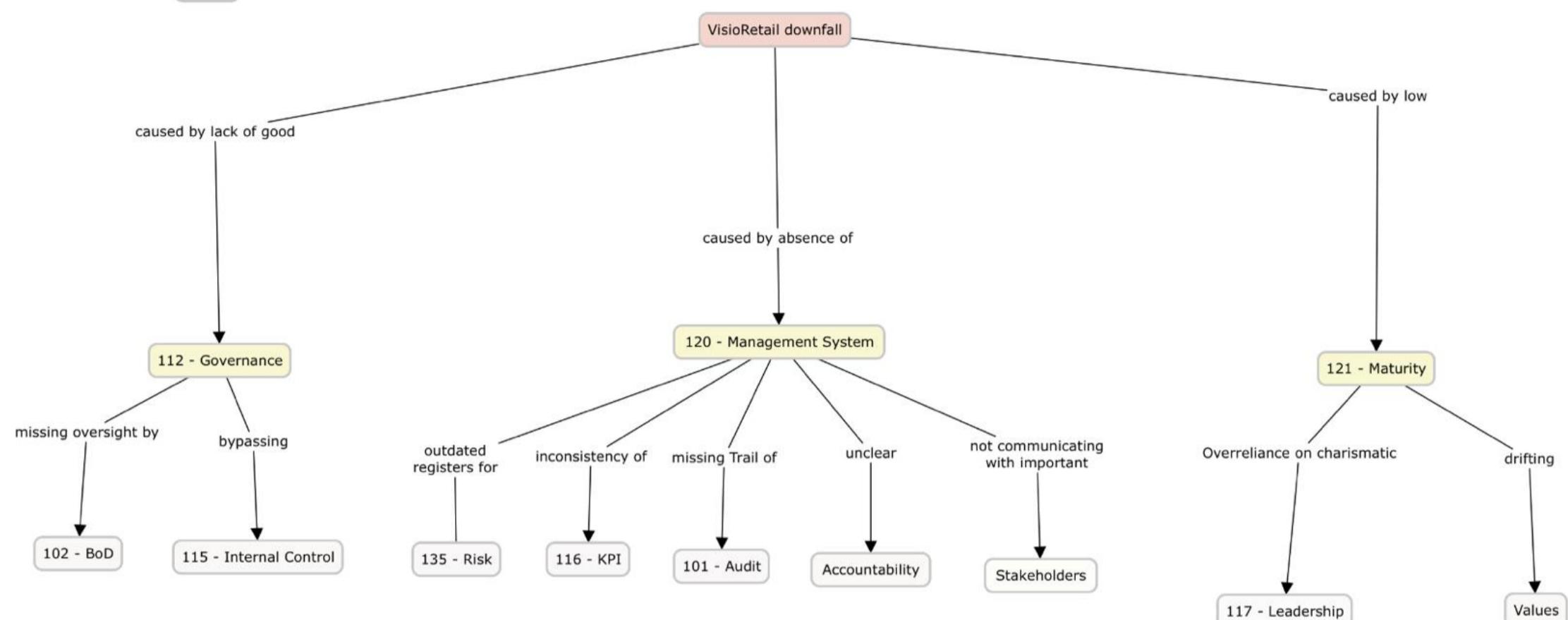
I used to think governance was mainly about control and rules, but I now see it as something that enables people to do their jobs better. Good governance creates clarity, supports trust, and makes accountability possible. It is not about slowing things down, it is about making sure that decisions are solid and that responsibilities are shared in a fair way.

In my future work, I want to contribute to building organizations that are not only efficient but also resilient and responsible. Understanding how governance and management work together is something I now see as essential, especially in complex or uncertain environments.

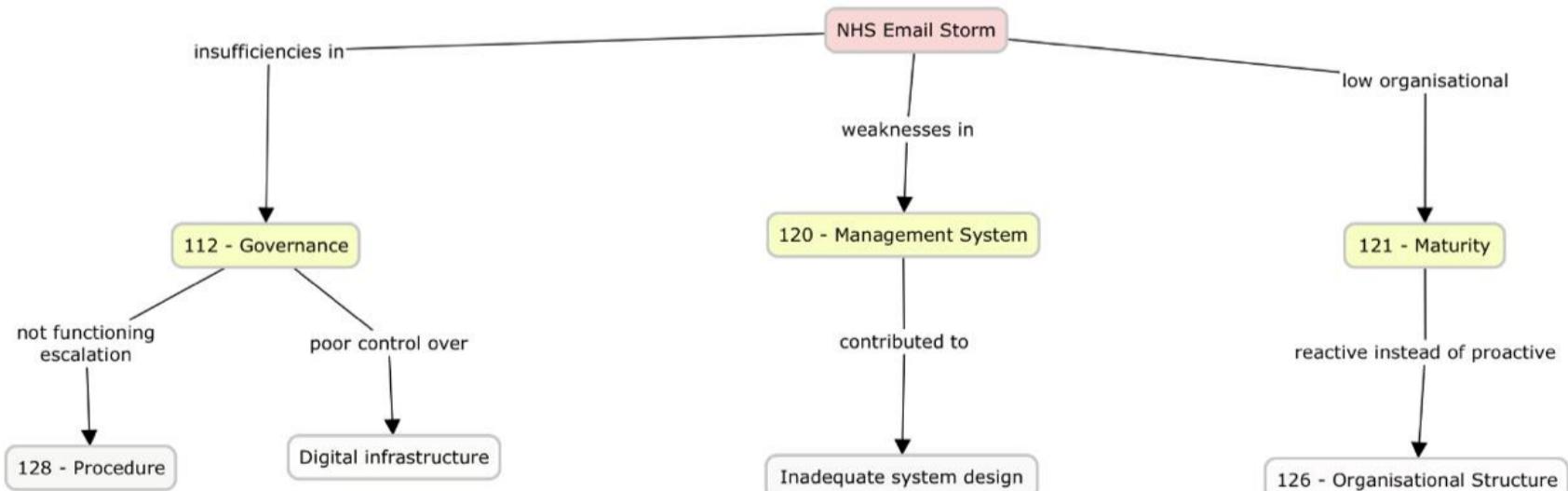
5. Use of Tools (Qx)

I used ChatGPT to support me on the traduction of proper english, and to refine the essay.

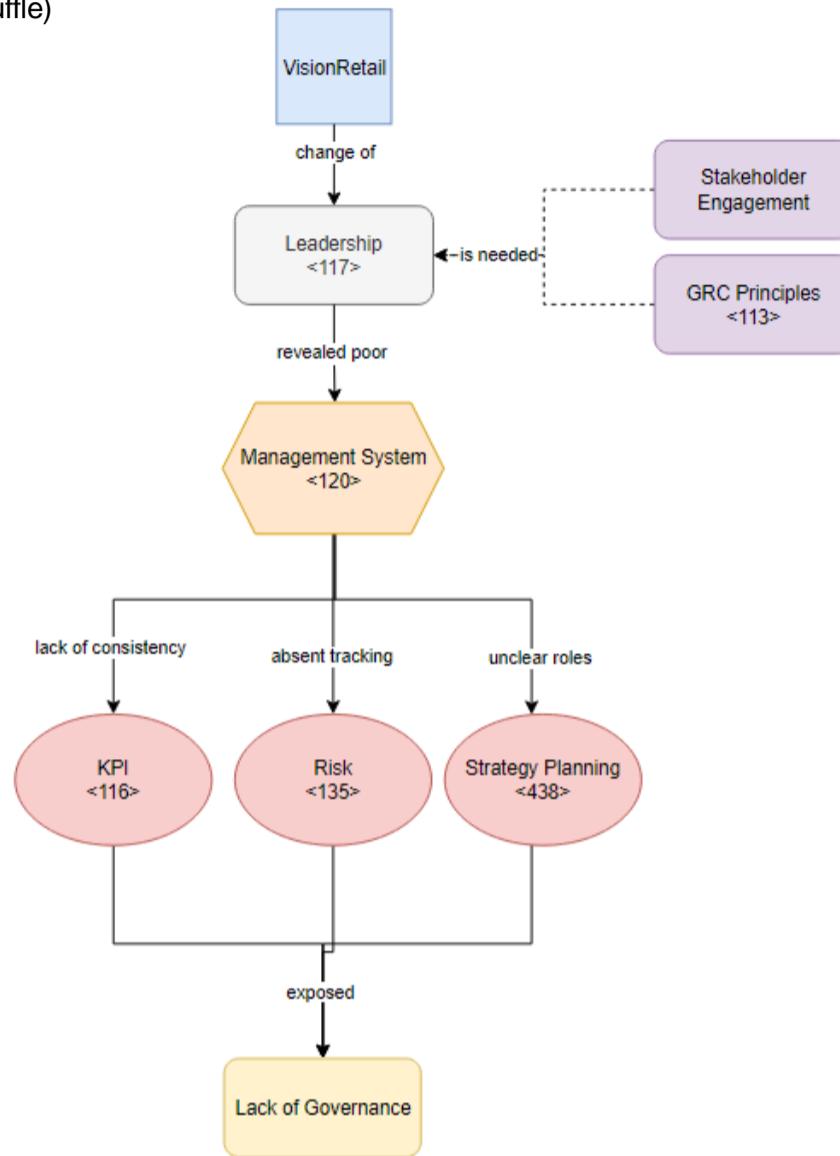
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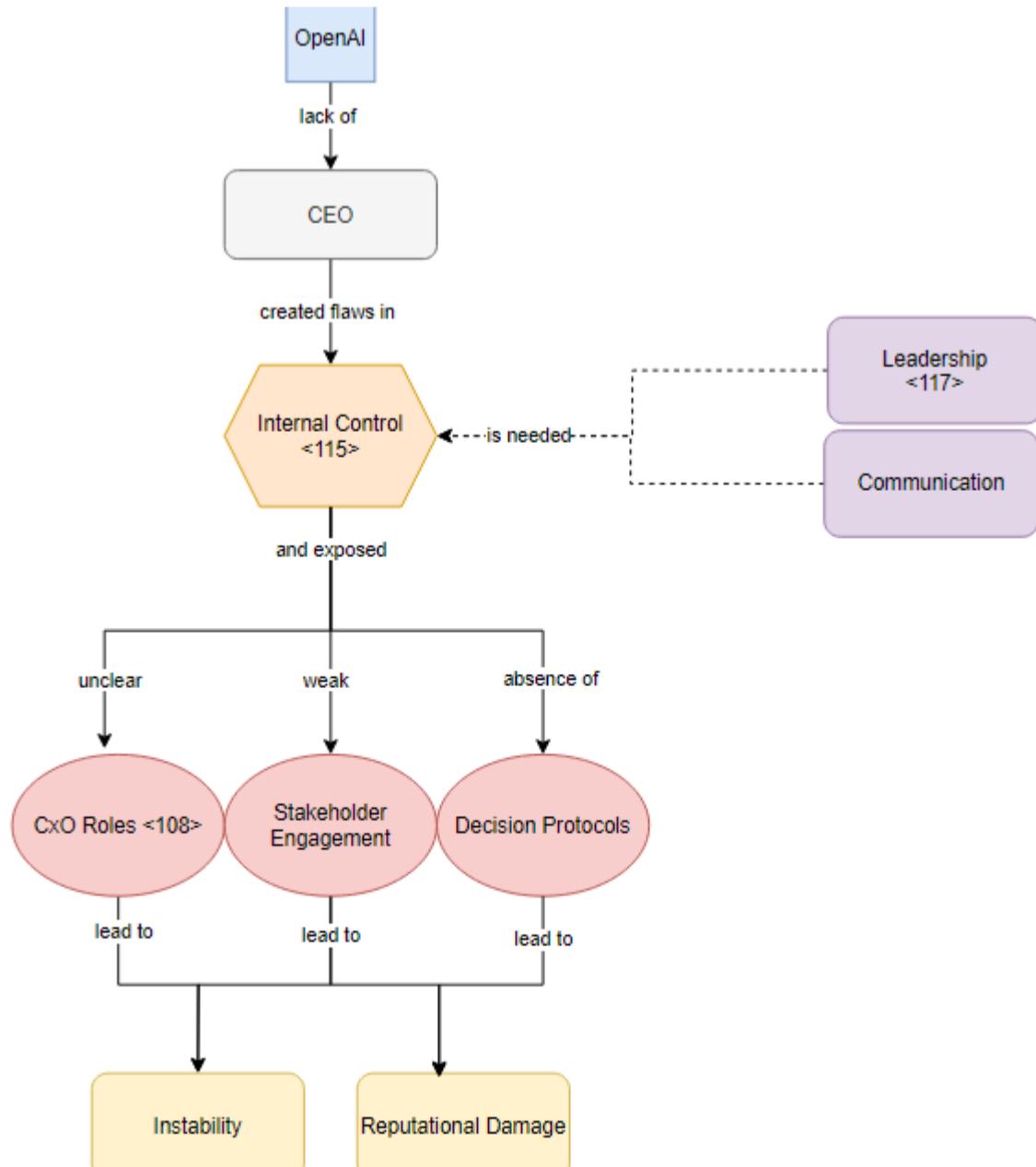
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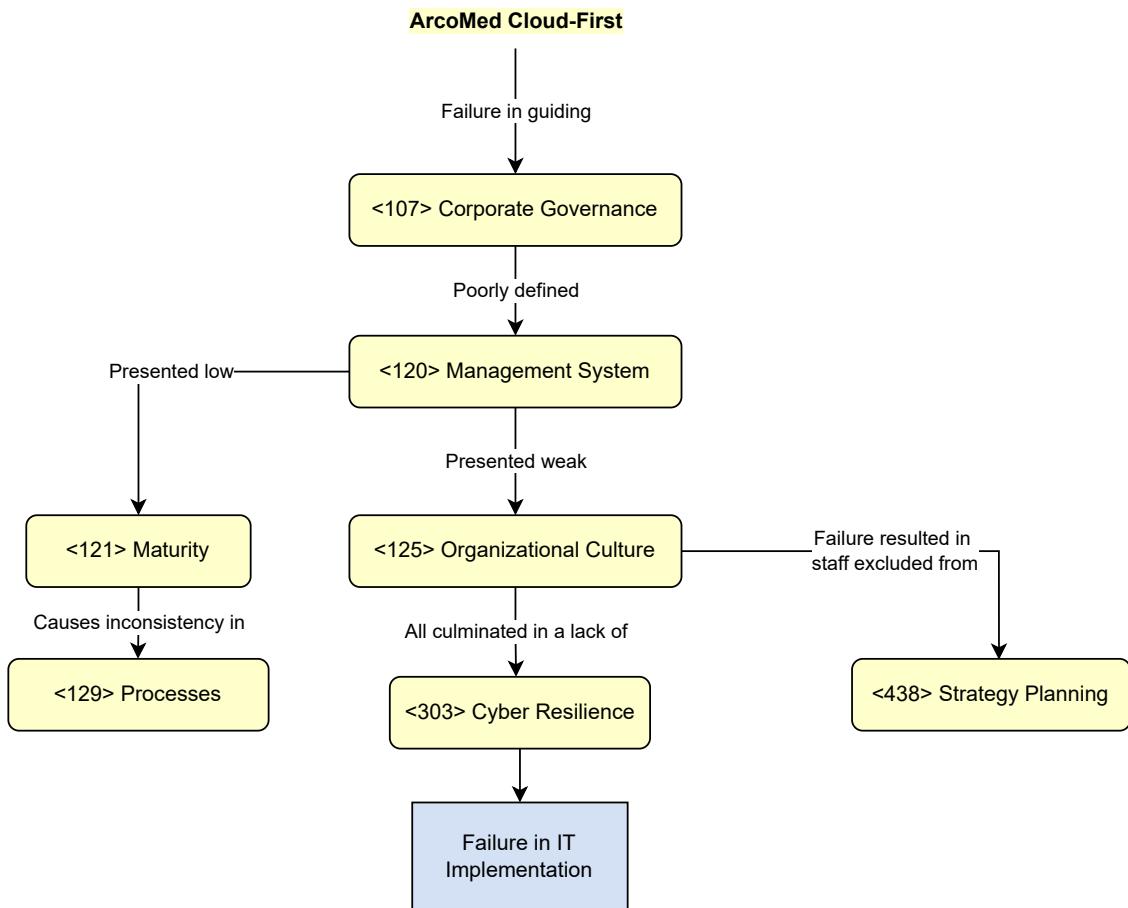
Q1.3) Concept Map 1 (VisioRetail CEO Shuffle)



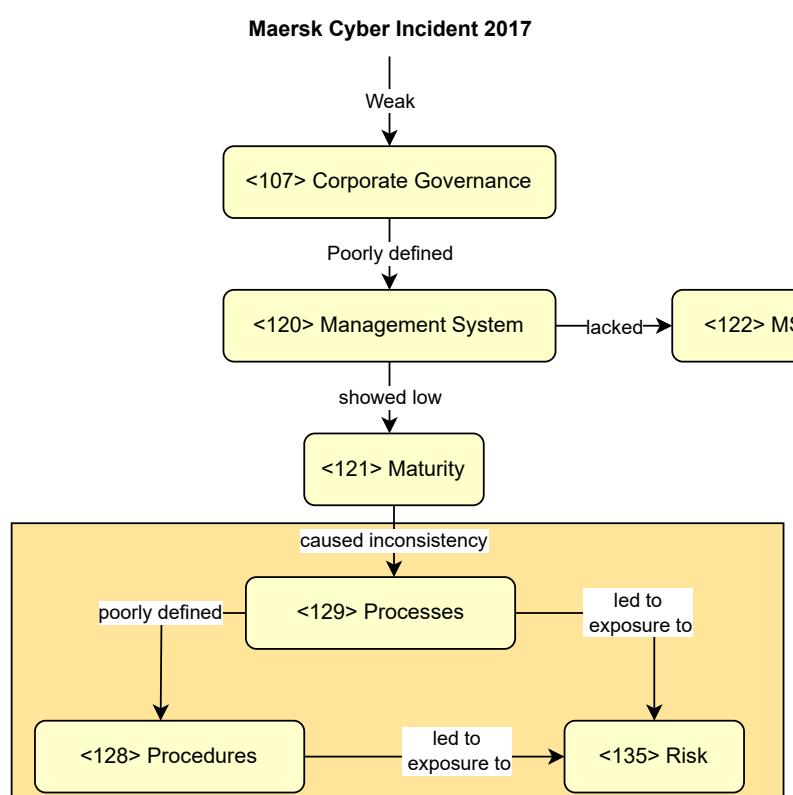
Q2.3) Concept Map 2 (OpenAI and the Boardroom Shockwave)

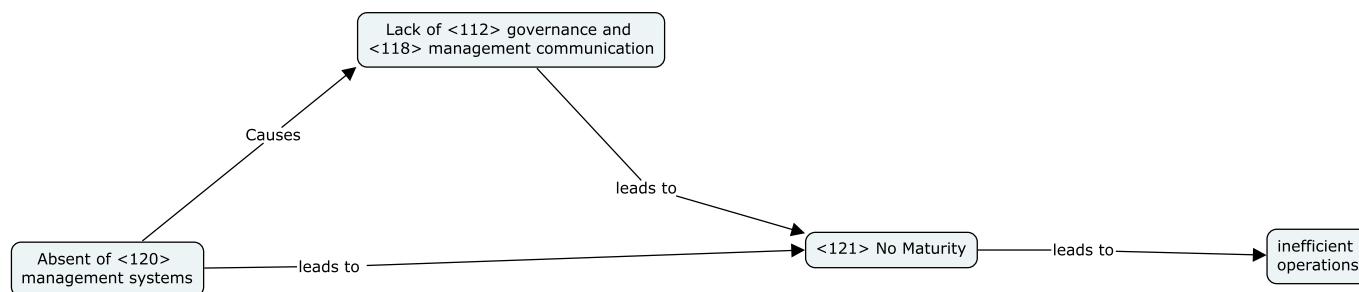
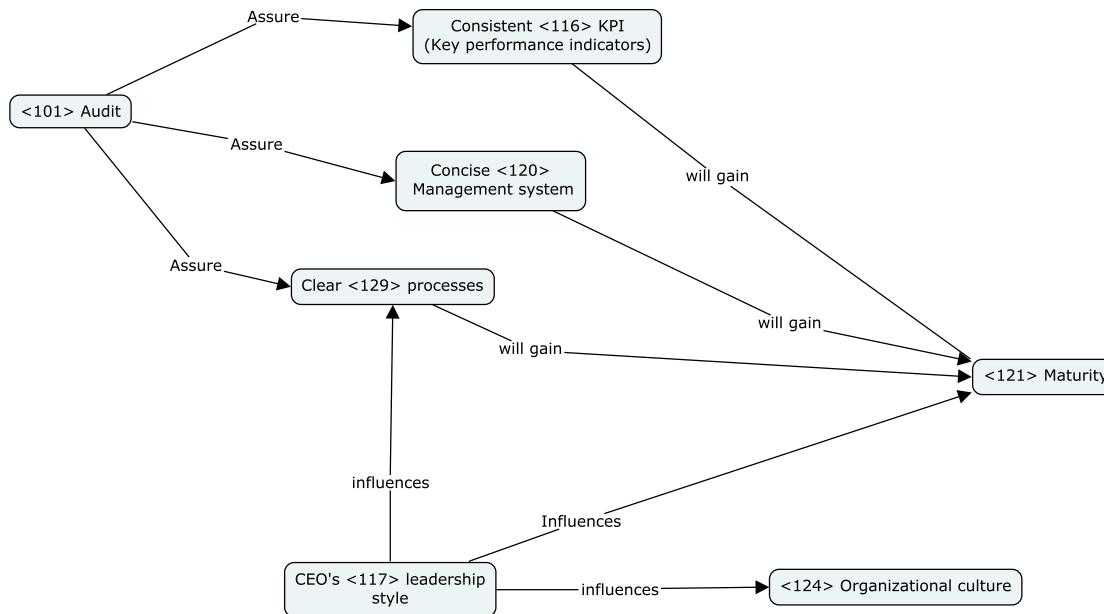


Story Glossary Coverage: <107>, <120>, <121>, <125>, <129>, <303>, <438>

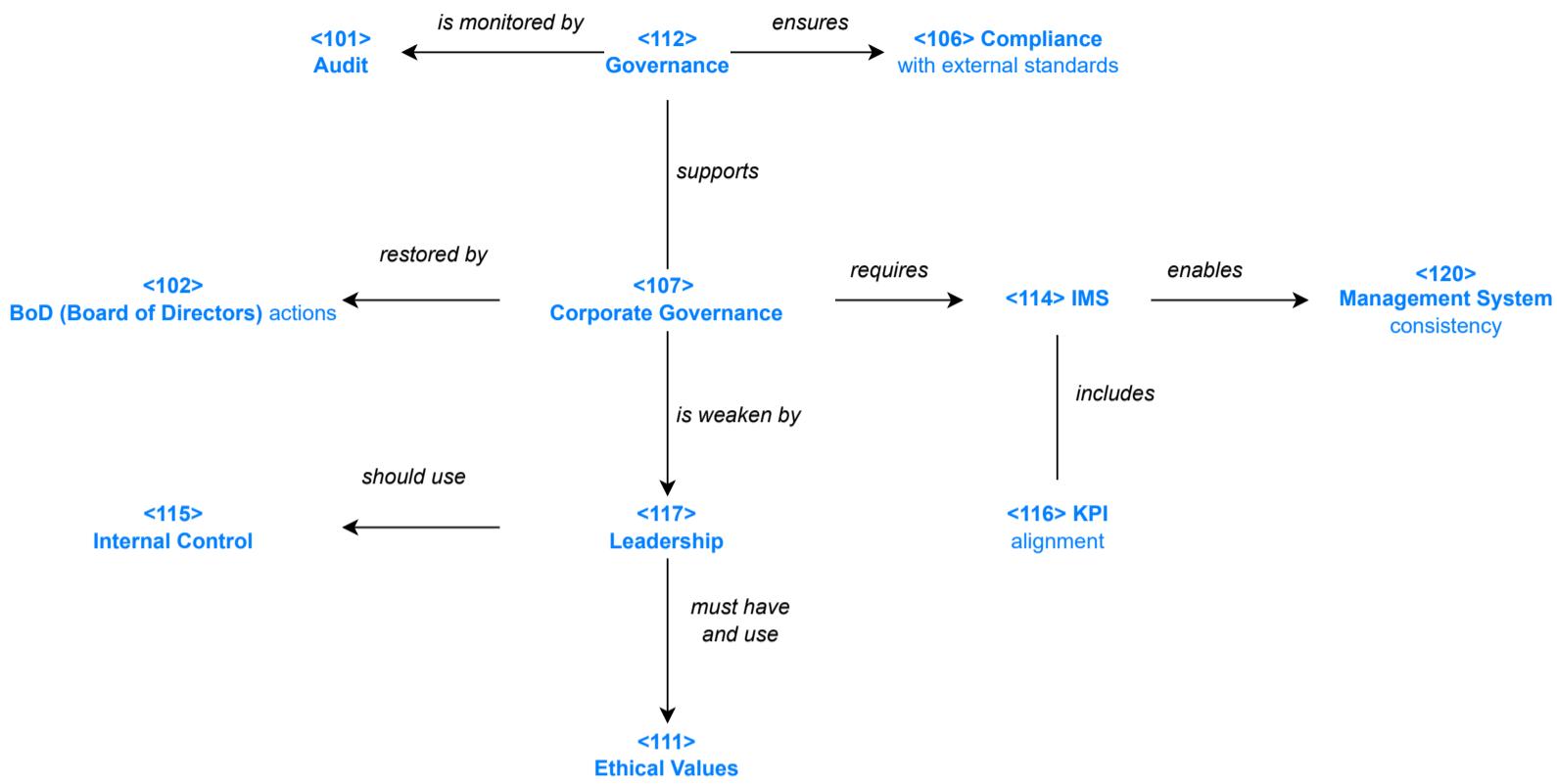


Case Glossary Coverage: <107>, <120>, <121>, <122>, <128>, <129>, <135>

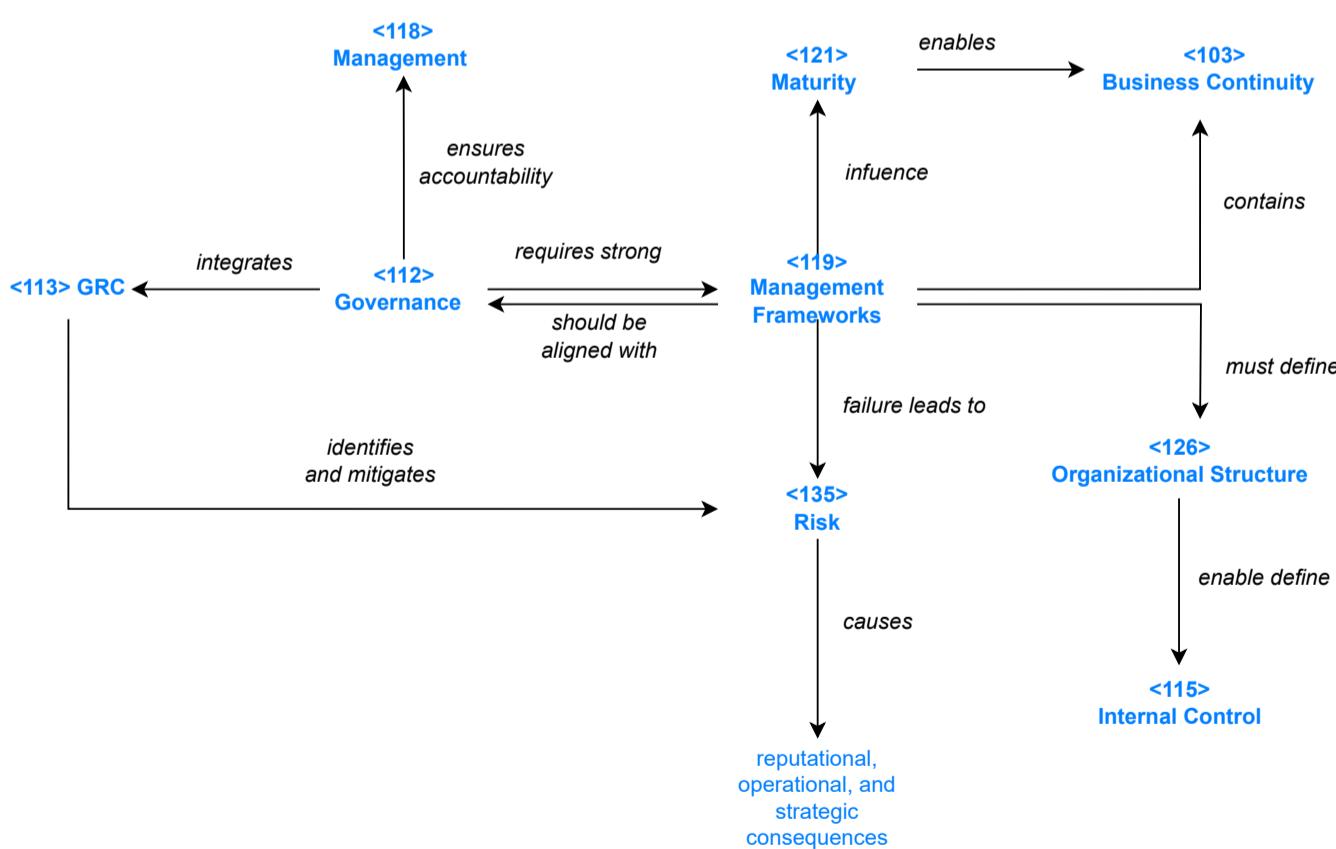




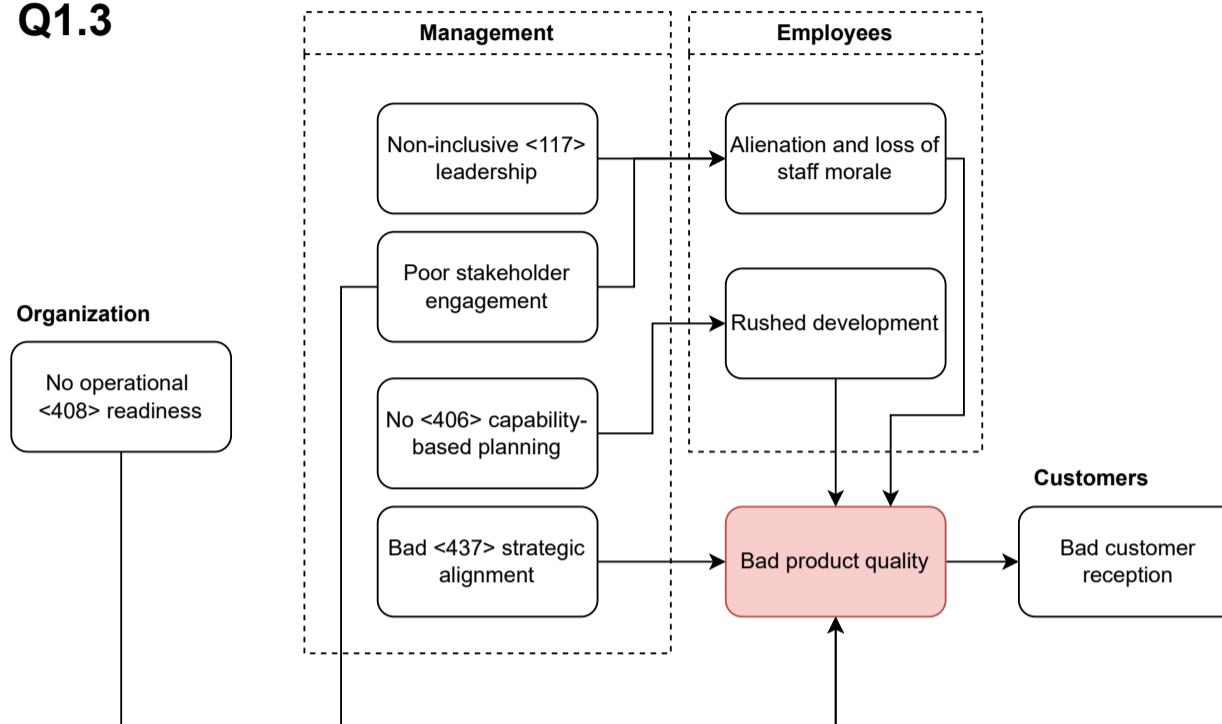
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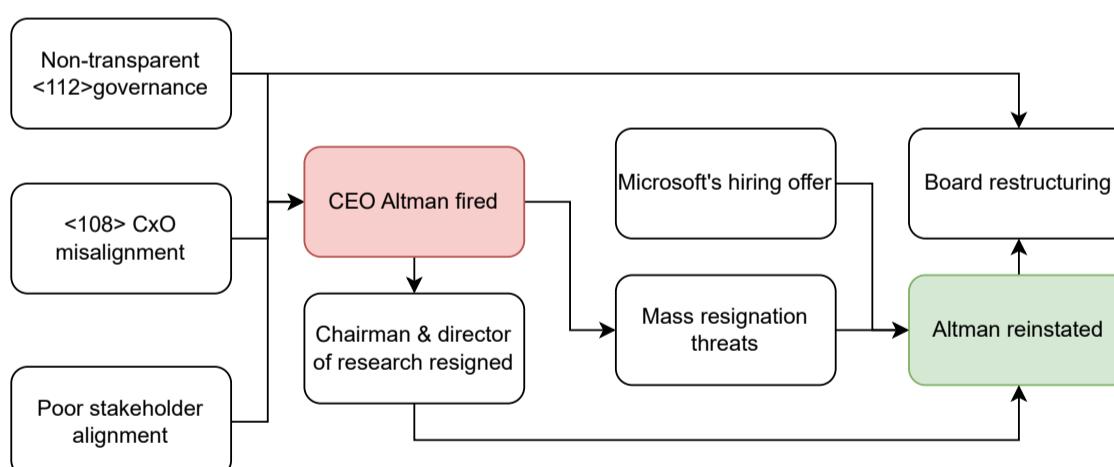
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Q1.3



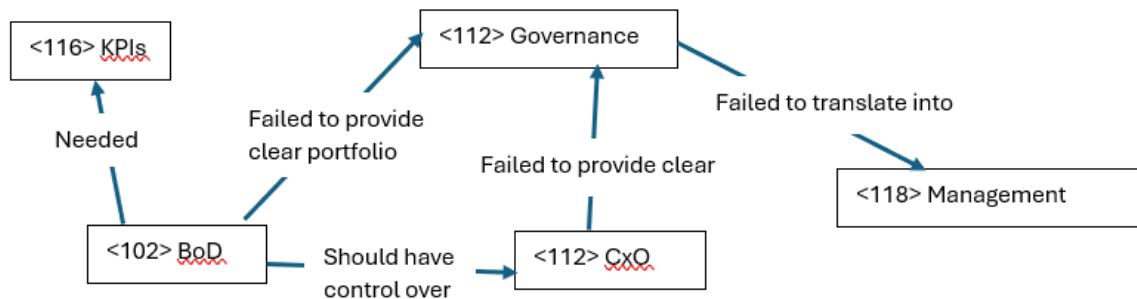
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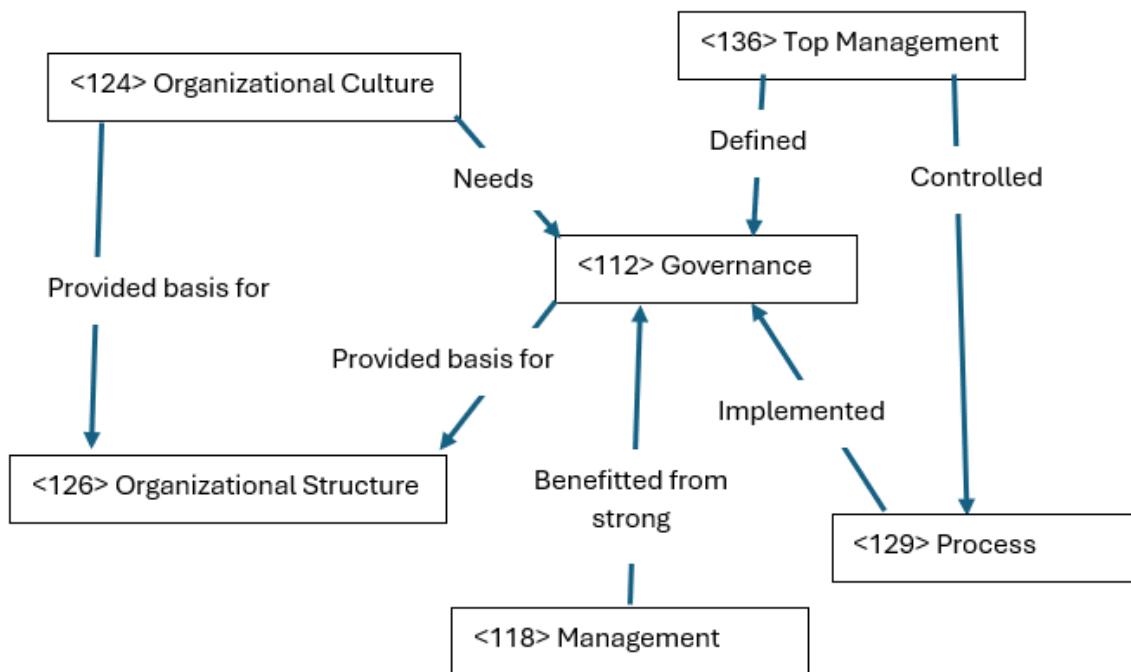
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Number: 115376

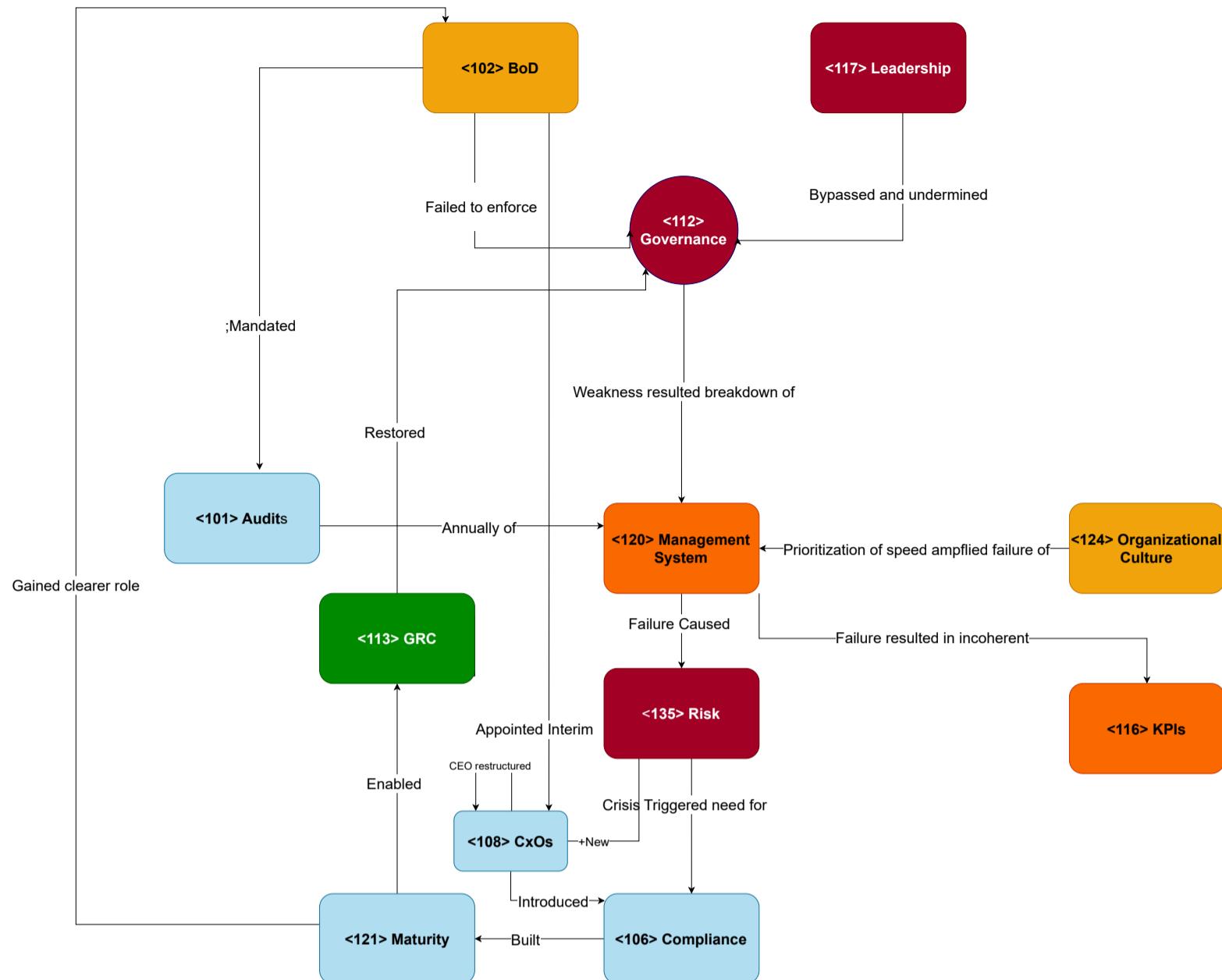
Concept map Q1.3



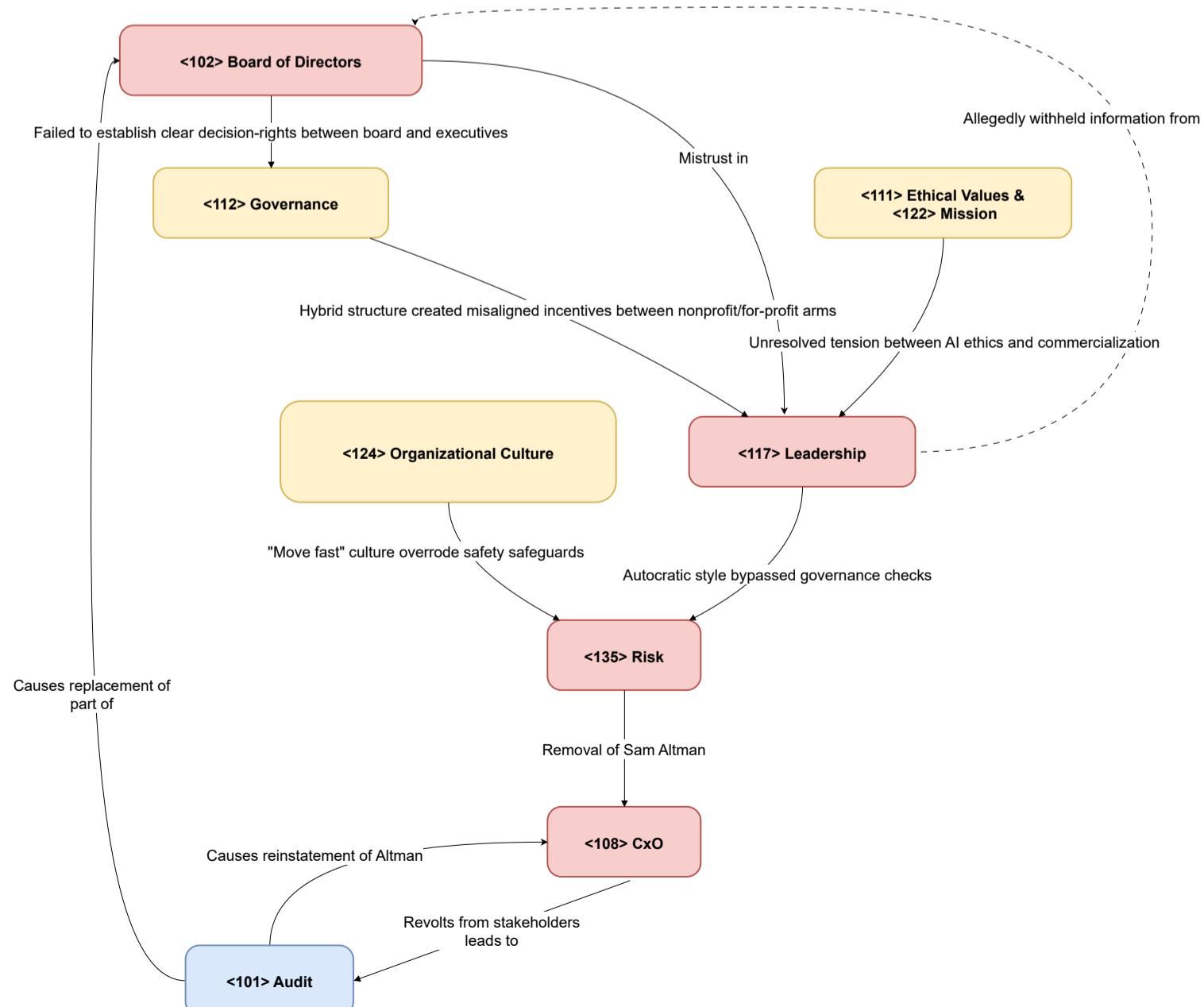
Concept map Q2.3



VisioRetail CEO Shuffle



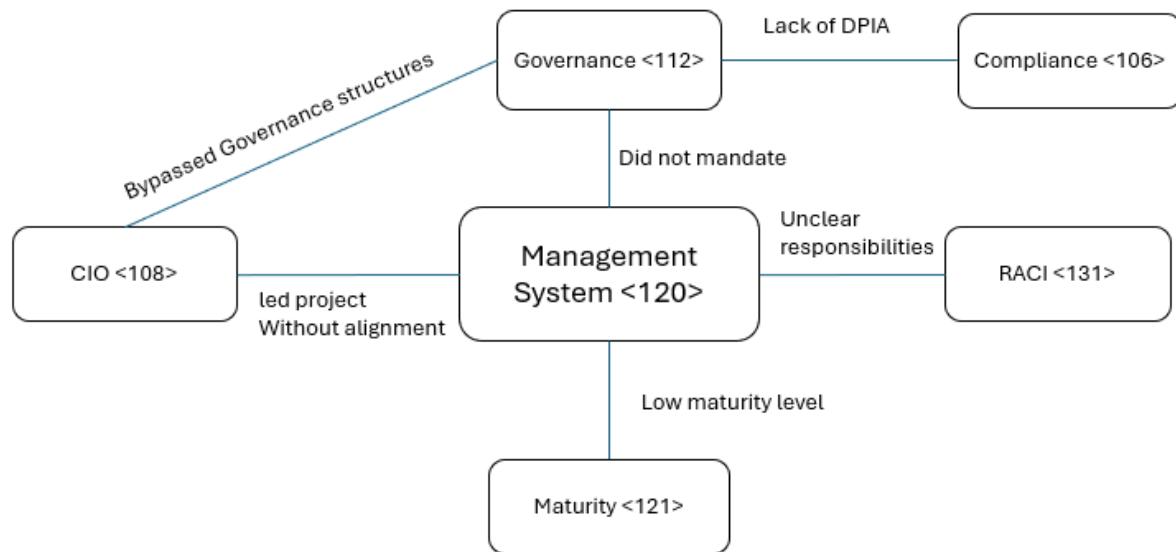
OpenAi Boardroom Crisis



Tobias Machiavello - 1115393

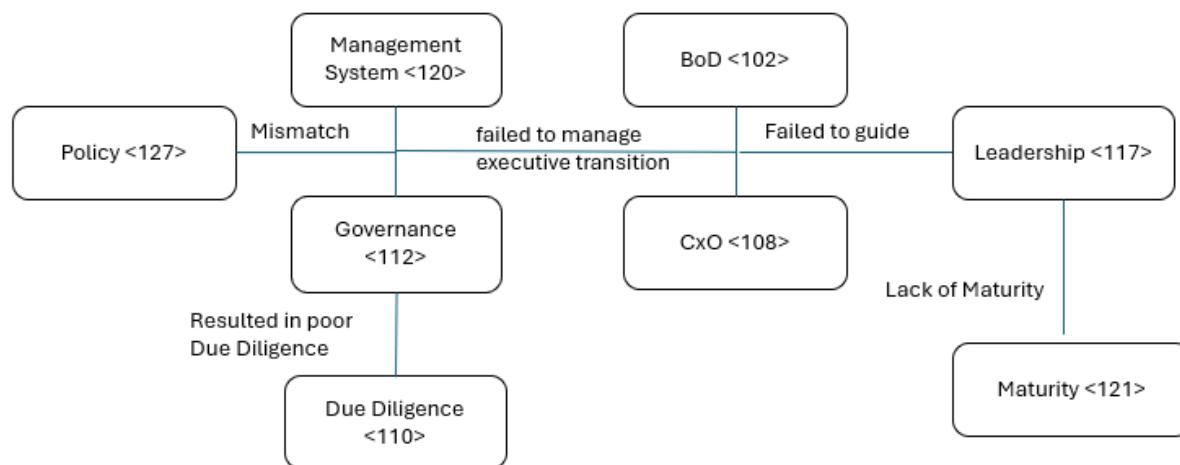
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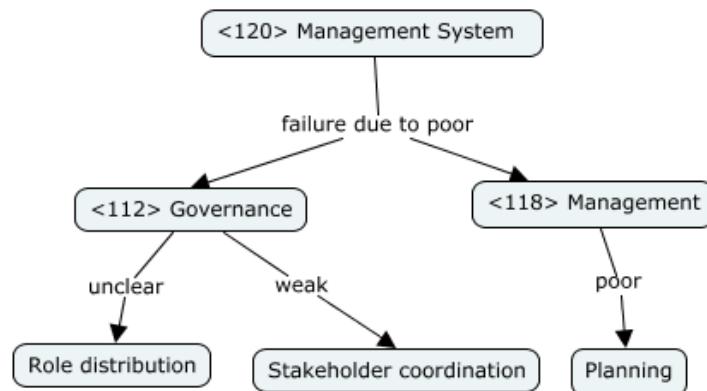
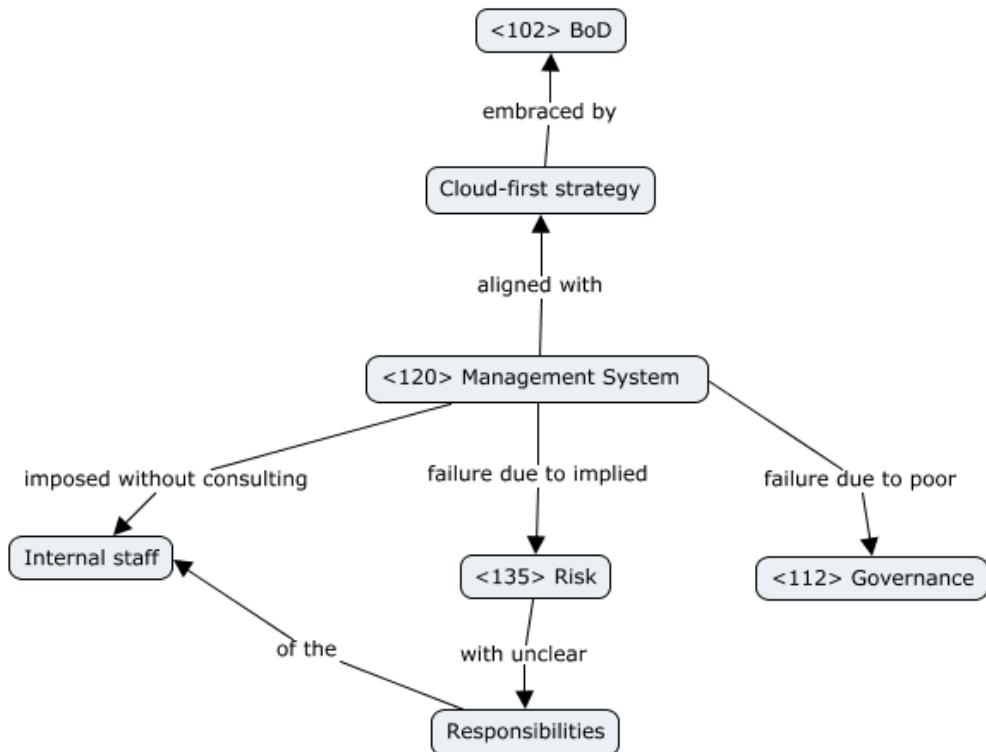
Concept map Story: ArcoMed cloud migration



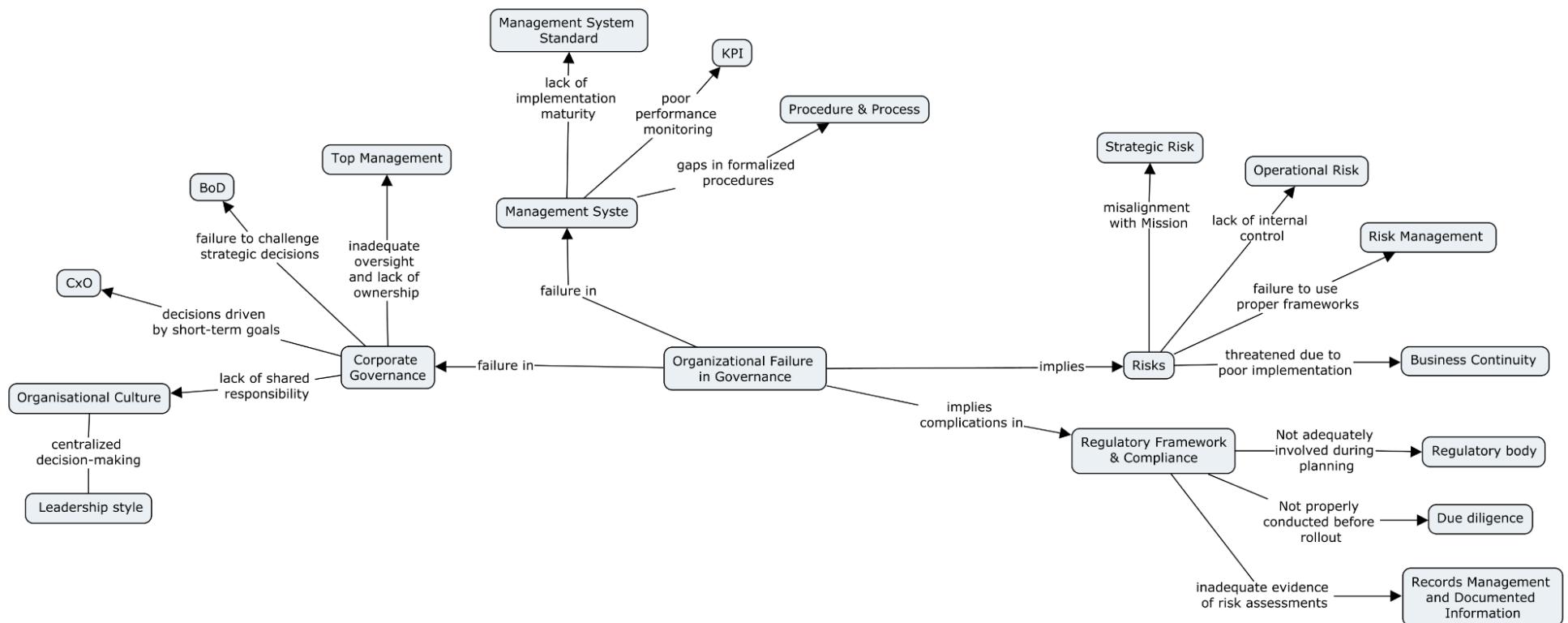
Q2.3

Concept map Case: Harley-Davidson boardroom eruption (2025)

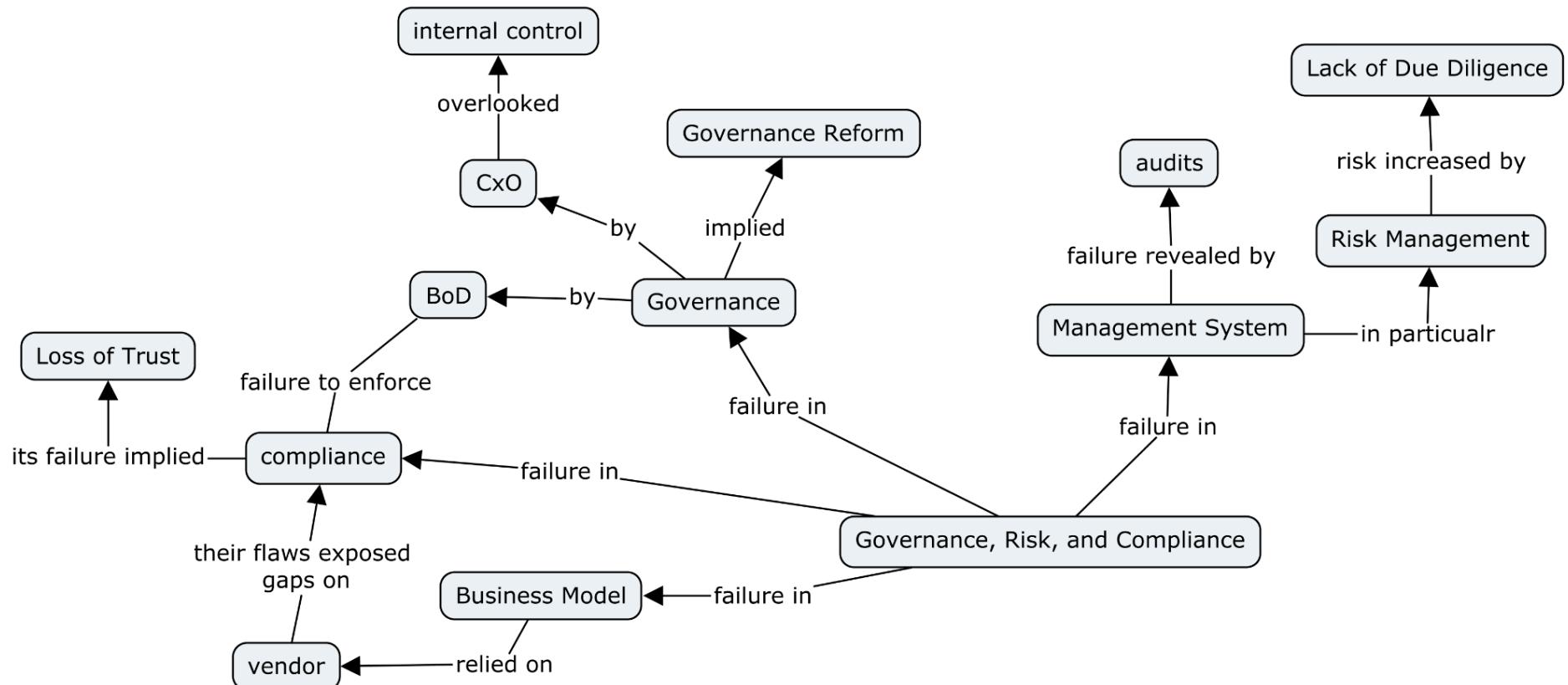




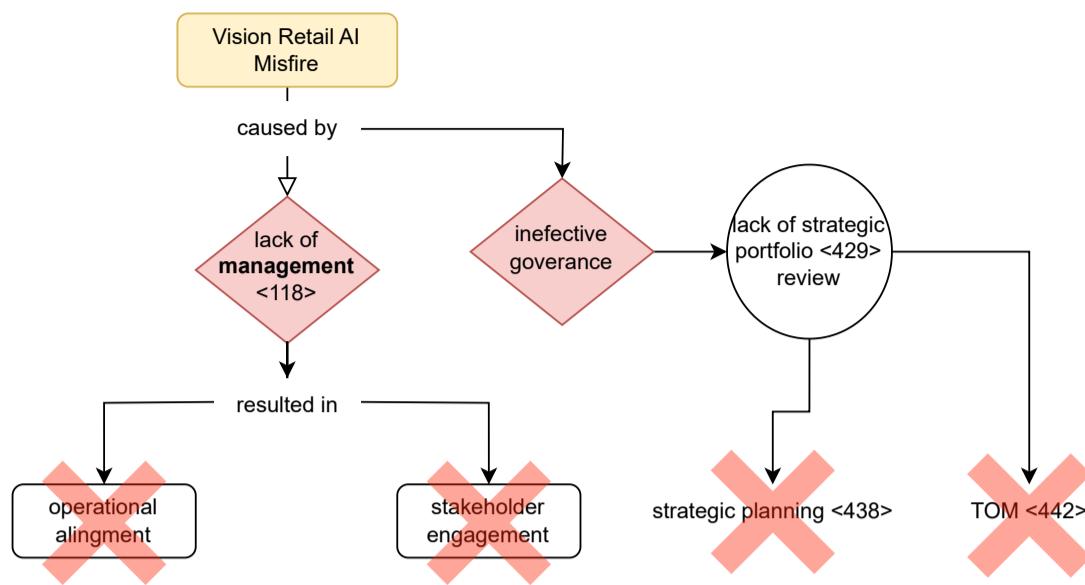
Q1.3



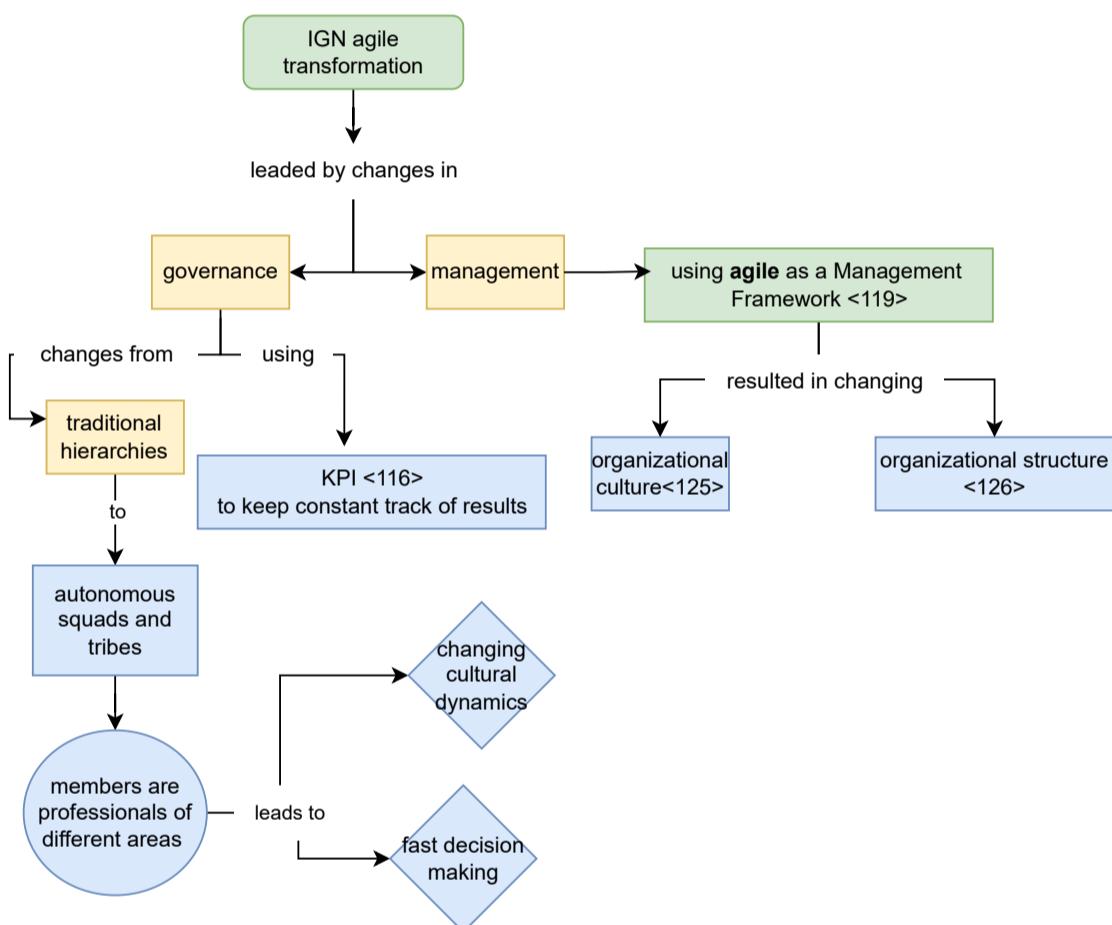
Q2.3



Q1.3



Q2.3



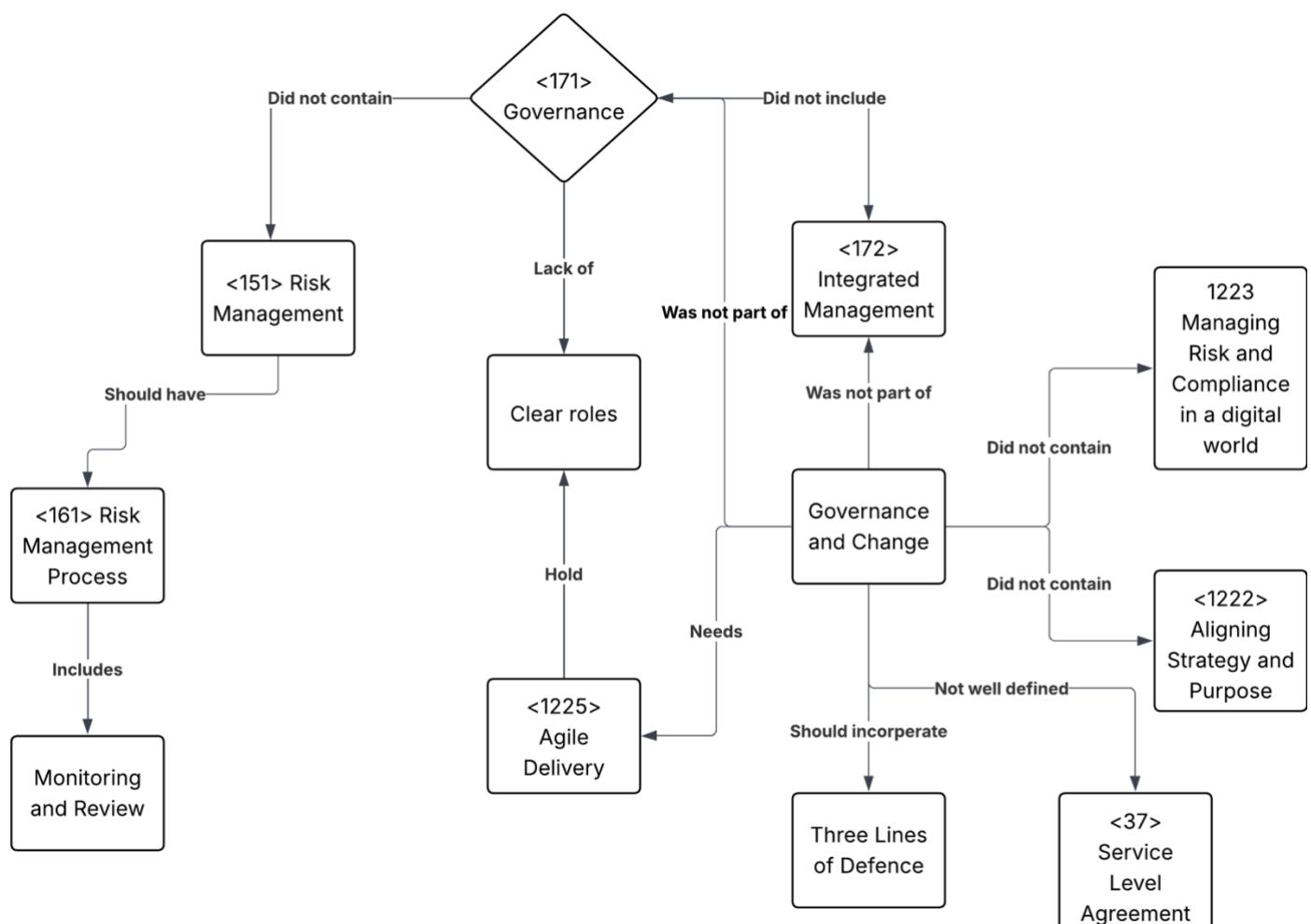
DISCLAIMER: My google email with my tecnico address is not validated yet. That's why I put all my answers in this PDF. I already contacted the IT department

Story: Arco-Med Clous first

Q1.1: The ArcoMed case is a textbook example of what can go wrong when governance is shallow, management is isolated, and there is no cohesive system tying strategy, execution, and risk management together. It embodies the core message of Theme 1: that organizations need a mature, integrated approach to governance and management, especially in technology-driven change.

Q1.2: ArcoMed's case shows that visionary projects need strong <171> governance, <172> integrated management, clear roles, and proactive <151> risk management. Stakeholder engagement and sector-specific accountability are essential. Without structured systems and maturity reviews, digital transformation can expose critical vulnerabilities. Also, a well-defined <37> Service Level Agreement is crucial for digital transformation.

Q1.3:

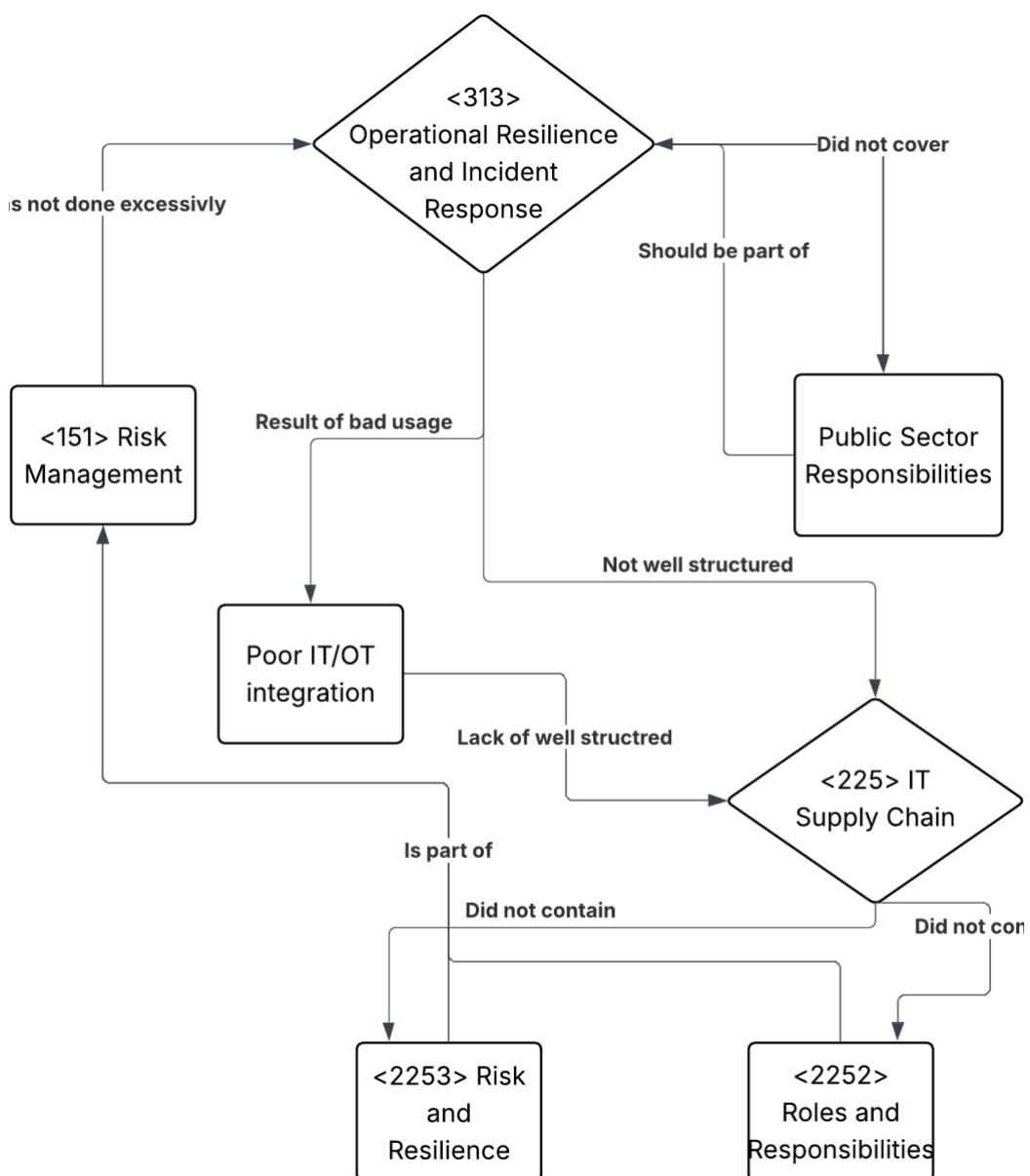


Case Title: Colonial Pipeline and the Long Weekend

Q2.1: The Colonial Pipeline incident highlights a governance and management failure where poor IT/OT integration and lack of an integrated management system led to a major shutdown. Despite OT systems being safe, unclear roles, weak coordination, and low governance maturity caused operational disruption, showing how digital risks can cascade into critical infrastructure failures.

Q2.2: The Colonial Pipeline case shows the need for strong IT/OT integration, mature governance, and coordinated <313> Operational Resilience and Incident response. A lack of well-structured <225> IT Supply chain regarding clear roles, poor planning, and no integrated management system led to avoidable disruption. Critical infrastructure must align internal systems with national oversight to manage digital risks effectively.

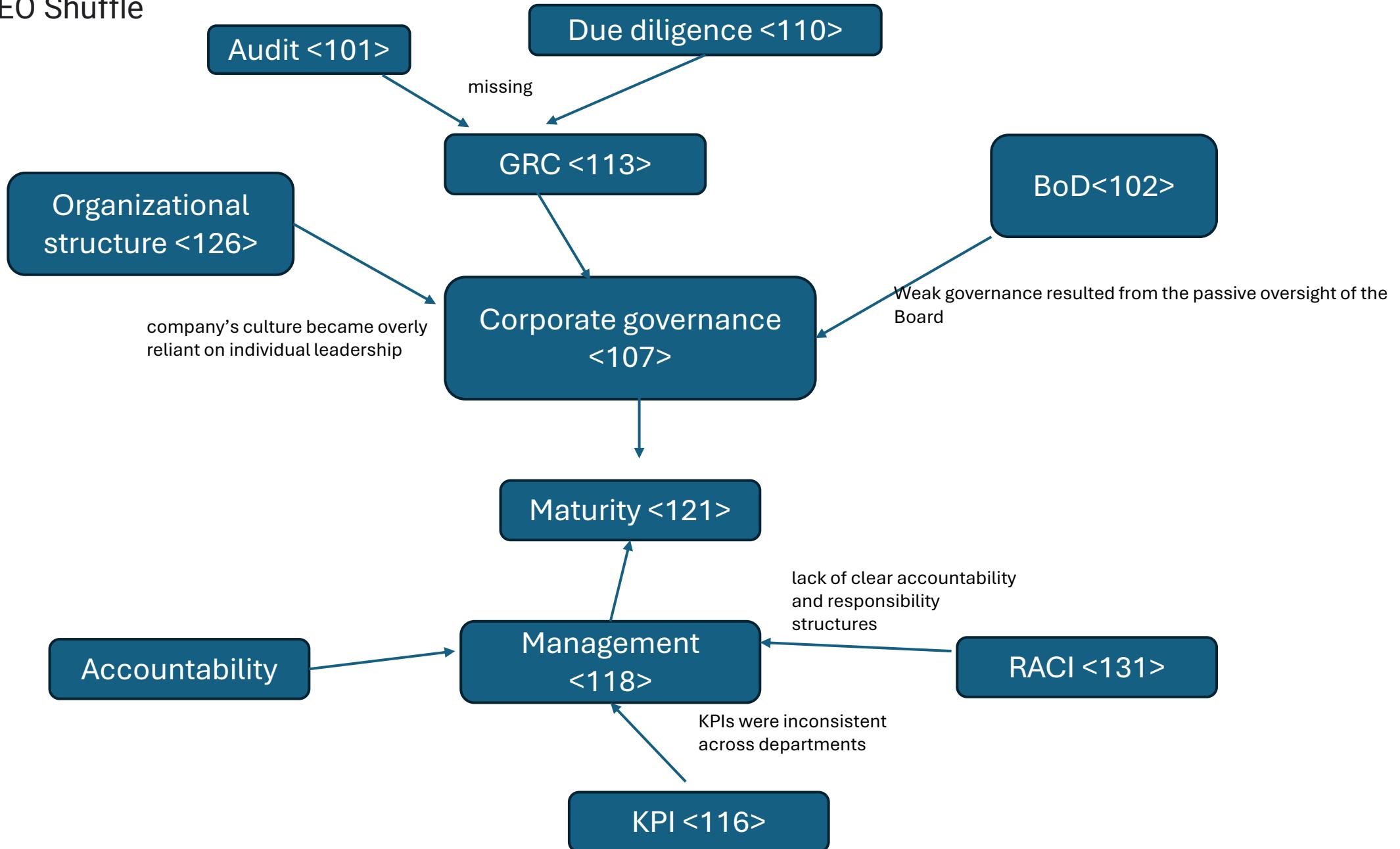
Q2.3:



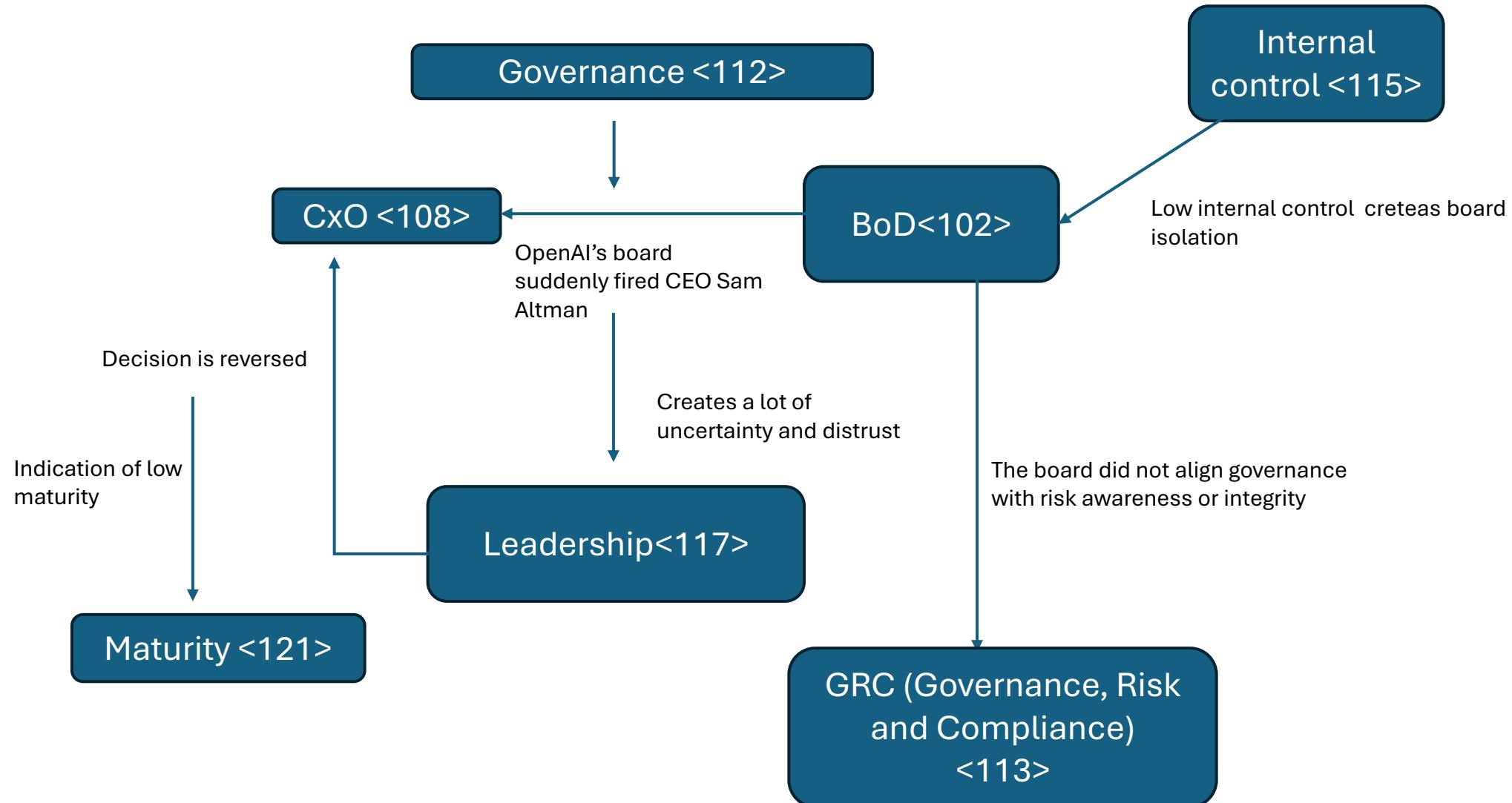
Q3.1: How can critical sectors balance agile delivery with strong governance and clear accountability?

Q3.2: The topic reflects the theme by highlighting the tension between <1225> agile delivery and strong <171> governance. Both cases show how unclear roles, poor <151> risk planning, and weak integration can undermine transformation. It raises key questions about how critical sectors can stay adaptive while ensuring accountability, oversight, and stakeholder alignment.

Qx – Use of tools: I used lucid chart for the creation of the concept maps. A really good software to create well designed charts. For the understanding of different topics I used ChatGPT, which gave me deeper insight into the related topics.



OpenAI and the Boardroom Shockwave



SGSI - Essay 1

ist1115562

May 2025

Q1.3

Concept used: < 102 > Board of Directors, < 108 > CxOs, < 120 > Management System, < 124 > Organizational Culture

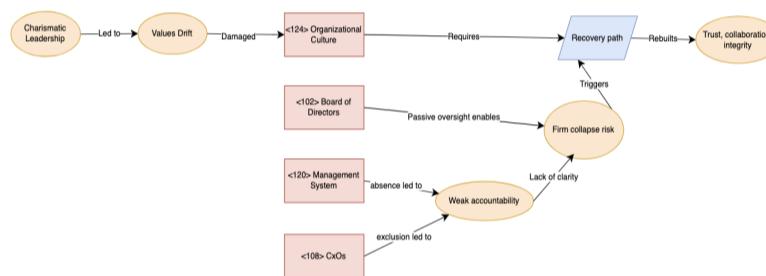


Figure 1: Concept map of VisioRetail CEO Shuffle

Q2.3

Concept used: < 102 > Board of Directors, < 108 > CxOs, < 120 > Management System, < 124 > Organizational Culture, < 437 > Strategic Alignment

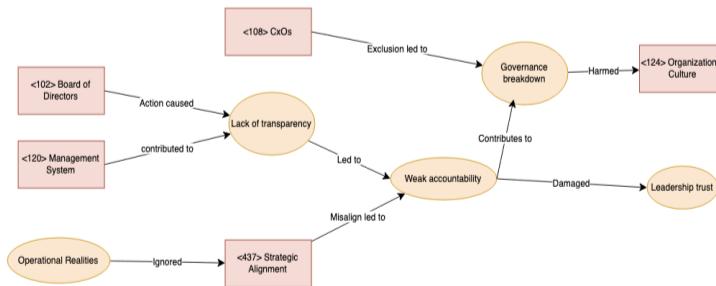
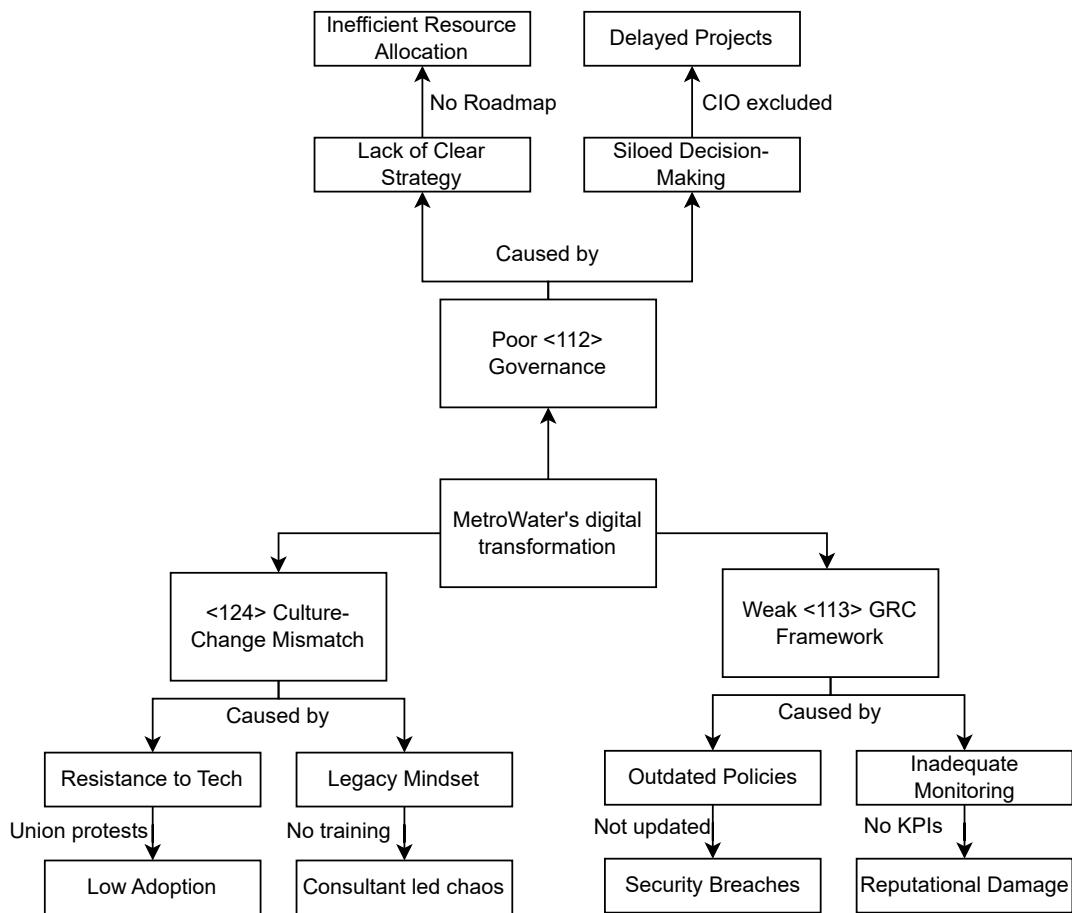
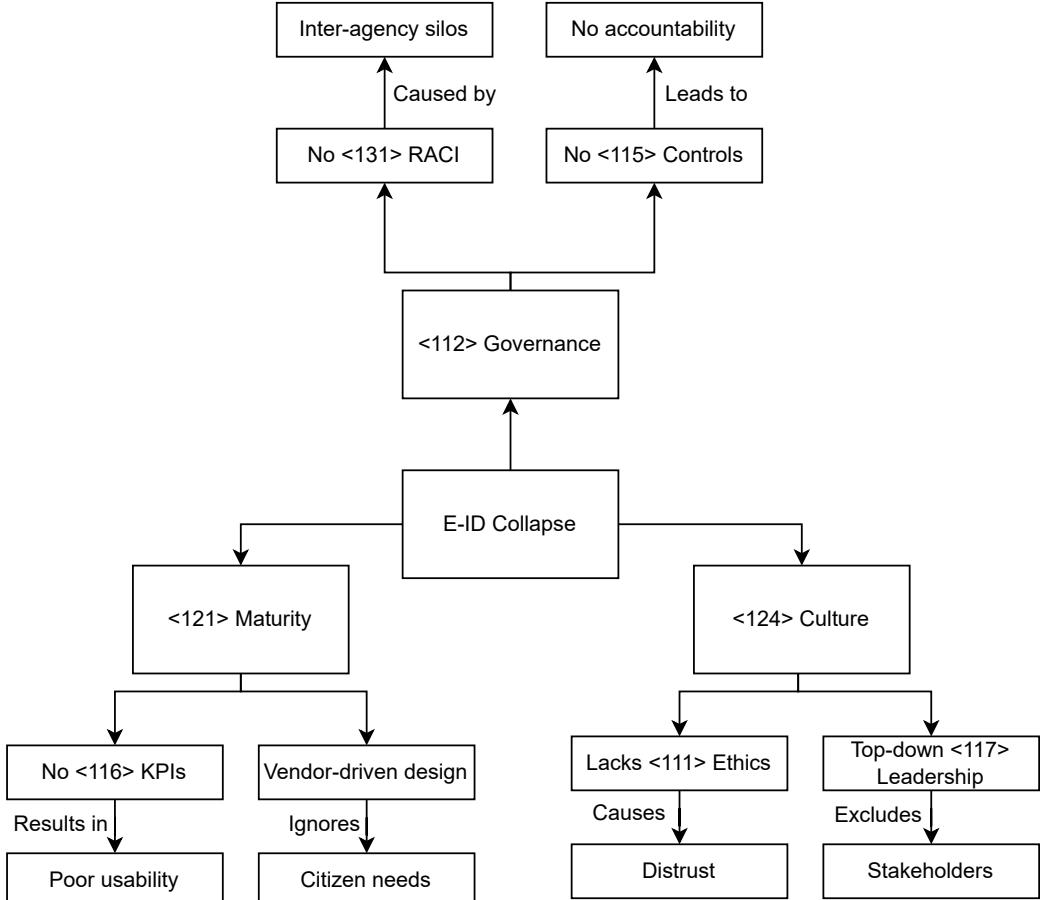


Figure 2: Concept map of OpenAI and the Boardroom Shockwave



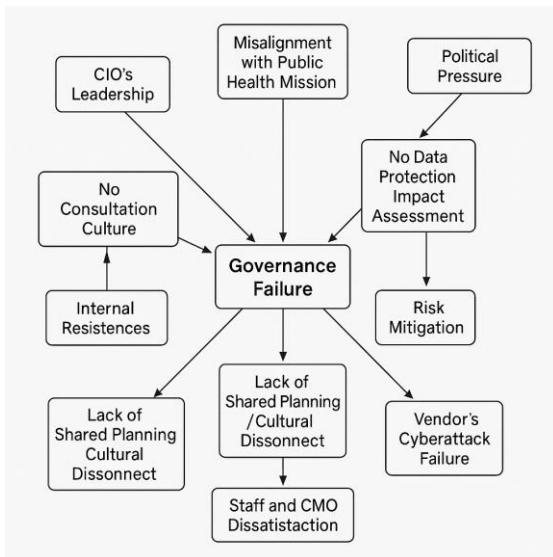
Q1.3)**Q2.3)**

<E1> (02/05/2025)

115651

Jiseung Choi

[the concept map for Q1.3]



[the concept map for Q2.3.]

