

Midterm Paper
CIS 410
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October 15, 2023

1) What are the challenges of implementing IT architecture in organizational structure? How does IT Architecture impact organizational structure?

In the context of Jim Barton's experiences as Chief Information Officer (CIO) at IVK Corporation, several challenges related to implementing IT architecture within the organizational structure become apparent. These challenges are reflective of the broader issues faced by CIOs and IT leaders in real-world scenarios.

One key challenge is the need to secure sufficient funding for essential IT projects , (Austin, O'Donnell, & Nolan,2016). The traditional project-approval process often prioritizes projects that promise direct customer benefits, making it difficult to allocate resources to preventive or technical measures. Barton's experience highlights the difficulty of obtaining funding for projects that are essential for the long-term health and security of the organization but may not yield immediate visible benefits.

Another challenge is the communication gap between technical IT teams and non-technical business units. Barton's initial lack of IT background underscores the importance of effective communication between these departments to ensure that IT decisions align with the broader organization's goals (Austin, O'Donnell, & Nolan,2016). Miscommunication can lead to operational inefficiencies, security vulnerabilities, and strained relationships within the organization. Additionally, many companies today recognize the value of being data-driven, and how necessary bridging the gap between technical and non-technical teams is crucial in this data-driven era (Bailey, 2023)

IT architecture also plays a significant role in the organizational structure. An effective IT architecture can break down departmental silos by promoting cross-functional collaboration and fostering a more integrated and agile organization. It enhances efficiency, reduces redundancies, and provides a foundation for innovation. Barton's journey highlights the pivotal role of IT architecture in risk management and resource allocation, especially in addressing critical issues like a security breach(Austin, O'Donnell, & Nolan,2016).

In conclusion, the challenges of implementing IT architecture within an organizational structure are interconnected with the organization's ability to secure funding, bridge communication gaps, and ensure that IT decisions align with broader business objectives. IT architecture influences the organizational structure by promoting collaboration, efficiency, and innovation, while also playing a vital role in risk management and resource allocation. Jim Barton's experiences at IVK Corporation provide valuable insights into these challenges and their impact on the organizational structure(Austin, O'Donnell, & Nolan,2016).

2) What are the benefits of IT security in organizational structure? How does IT security impact IT architecture? What are the challenges of implementing IT security in organizational structure.

Jim Barton's experiences at IVK Corporation shed light on the challenges and benefits of implementing IT security within an organizational structure (Austin, O'Donnell, & Nolan). In the financial services industry, where safeguarding sensitive data is paramount, IT security plays a pivotal role.

The benefits of IT security in the organizational structure are multifaceted. Firstly, IT security ensures the protection of valuable data, maintaining its confidentiality, integrity, and availability. This is especially critical in a firm like IVK, where the security of confidential financial information is non-negotiable. Secondly, IT security helps mitigate risks by reducing exposure to data breaches, cyberattacks, and compliance violations. This proactive approach contributes to more effective risk management. Thirdly, maintaining robust IT security measures fosters trust among clients, customers, and stakeholders (Haff,2023). In a financial services company, trust is the bedrock of the business. Additionally, IT security guarantees operational continuity by preventing disruptions caused by cyber incidents, ensuring that IVK's customers can rely on their services without interruption. Finally, IT security is indispensable for adherence to strict regulatory requirements in the financial sector(University,2023), ensuring that IVK avoids legal and financial consequences associated with non-compliance.

The impact of IT security on IT architecture at IVK is significant. Security measures are integrated into the architecture as layers of protection. Firewalls, intrusion detection systems, and

encryption are just a few of the mechanisms employed to secure data and systems. Security protocols, such as secure access and authentication, are embedded within the architecture to ensure a robust security framework. Furthermore, security awareness and training become fundamental components of an IT architecture. Employees are needed to be educated in best security practices, emphasizing the importance of a proactive security posture.

However, implementing IT security in the organizational structure is not without its challenges. One of the primary challenges is resource allocation. Allocating sufficient resources for IT security can be difficult, as financial constraints often force organizations to make trade-offs between security measures and other IT projects. Technological evolution is another hurdle, as the ever-evolving threat landscape requires continuous updates and adaptations to security measures. User compliance can be a challenge, as ensuring that all employees adhere to security policies and procedures is not always straightforward. Human error and negligence are common causes of security breaches. Additionally, striking a balance between usability and security poses a challenge, as rigid security measures can sometimes hinder productivity and user satisfaction(Dutta,2017). Lastly, the complexity of implementing comprehensive security solutions can be daunting, as they often involve intricate configurations that may be challenging to manage and maintain(Hagen,2023).

Barton's experiences highlight the essential role of IT security in safeguarding sensitive data and maintaining operational continuity within IVK Corporation. By integrating IT security into the organization's IT architecture, IVK ensures a robust security framework. However, addressing challenges such as resource allocation, technological evolution, user compliance, usability versus

security trade-offs, and complexity is vital for the effective implementation of IT security within the organizational structure.

3)

- 4) **Combined with this exam Blackboard, there is a Powerpoint presentation (filename Colleague Core Competencies) from a large pharmaceutical outlining the annual results controls for the company's sales force, which is the sole determinant of their annual bonuses. You are a consultant asked to comment on the quality of the controls. What do you report to the senior management of the drug firm about this control set?**

Upon reviewing the PowerPoint presentation on the annual results controls for the pharmaceutical company's sales force, it's evident that the control set plays a pivotal role in shaping the behaviors and performance of the sales team, as it is the primary determinant of their annual bonuses. Several strengths and areas for improvement come to light in this evaluation.

Firstly, the presentation underscores the company's commitment to clearly defining core competencies, which is a strength in itself. The emphasis on factors such as functional and technical skills, decisiveness, accountability, and adaptability aligns well with the dynamic and competitive nature of the pharmaceutical industry. These competencies reflect the key qualities expected of a high-performing sales force.

However, it's imperative to enhance the clarity and specificity of the control system. While the core competencies are identified, the presentation should include specific, measurable criteria for evaluating each competency. For example, The "Change Agile" competence in the control set captures the ability of employees to adapt and thrive in an environment characterized by constant change and uncertainty. This competency is vital, especially in the pharmaceutical industry, where evolving regulations, market dynamics, and technological advancements are commonplace.

This competency involves several sub-skills, such as the capability to shift gears comfortably and make decisions even when the entire picture is not available. It also encompasses an openness to handling risk and uncertainty. Employees with this competence excel in identifying the processes necessary for achieving tasks, efficiently organizing people and activities, and recognizing opportunities for synergy and integration that others may overlook.

However, there are elements of this competency that could benefit from additional clarity. For instance, while "Change Agile" is crucial, the control system could be improved by providing specific examples or metrics for measuring this competency. What constitutes a successful adaptation to change or an effective shift in strategy? Without specific benchmarks, it becomes challenging to objectively assess an employee's performance in this area.

To strengthen this competence, I recommend introducing clear, measurable indicators that align with the organization's objectives and the industry's evolving demands. For example, the performance rating scale could define certain key performance indicators (KPIs) related to adaptability and successful change management, such as the ability to reduce project turnaround times during periods of significant change or the effectiveness of risk mitigation strategies.

(Vision,2023)

References

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