

KALCH Distribution Company (KDC) CIO Organizational Structure Memo Paper

Before you begin this assignment, be sure you have read the "KALCH Distribution Company Case Study," as well as all materials in the course to date. You will also need to review any feedback you received on your IT Strategic Plan assignments.

Purpose of this Assignment

This assignment gives you the opportunity to apply the course concepts to address the organizational changes needed to evolve the information technology (IT) department into a true CIO organization to support the KALCH Distribution Company (KDC). This assignment specifically addresses the following course outcome to enable you to:

- explain the roles and responsibilities of an information technology department to support an organization's IT strategy

CIO Organizational Structure Memo

For this assignment, you will assume the role of the Chief Information Officer (CIO) at KDC (i.e., you are Leona). Since you are KDC's first CIO, the Chief Financial Officer (CFO) has asked you for a plan for the organizational changes you need to make. One of the first things you realize is that the organization that exists is just an 'IT Department' and you know that what KDC needs, and has hired you to do, is to create an organization that fulfills the broad responsibilities of a Chief Information Officer. You know that your proposal needs to be convincing to the CFO in order for you to get the resources you need.

Assignment

You will develop a memorandum addressed to the CFO that explains how you want to change your IT Department into a CIO organization and why. Your memo will address each of the topics listed below, and should be written so that it flows well from one section to the next. In addition to the course materials, at least one external resource (resource other than those provided in the class) must be used. **Two or more cited references will earn top credit. Use a separate References page to list just the references you have cited.** Remember to use the APA formatting rules and correctly cite and reference your sources with APA format. Use the Grading Rubric to be sure you have covered everything. Submit your memo in a Microsoft Word memo format, or a document that can be read using Word that uses a memorandum format, **with your last name included in the filename.**

Please include the following in your memorandum, ensuring that each section flows well to the next, and that the overall memo creates a compelling justification for your new organizational structure.

- Introduction and Purpose – Open your memo with a brief (2 or 3 sentences) explanation of why you are writing it.
- Leadership Philosophy – Since you are the CIO and a member of the senior leadership team of KDC, it is important for the other members of the team to understand your leadership philosophy and the management style you will use to meet the company's needs. This should be a short paragraph that ties to the priorities and/or issues outlined in the Case Study, and lays the foundation for the organizational structure you will propose below. Refer to course readings and presentations on leadership. This is also a good area in which to do some external research.
- Internal IT Strategies – To show how your IT organization will support KDC, you will present and explain five internal IT strategies. For Part 2 of your IT Strategic Plan, you provided at least one

example of an internal IT strategy. Identify your internal IT strategy from the ITSP #2 assignment, then add four more internal IT strategies, so that you have a total of five. The strategies you develop must address: people, process and technology – at least one strategy for each. Describe each of the five strategies, identify if they address people, process or technology and explain how they will help improve the organization's effectiveness. Refer to the "Creating a Future Vision for the Chief Information Officer" from Week 2 for an explanation of internal and external (business-enabling) IT strategies.

- Current IT Department Structure – Use the information provided in the Case Study to draw an organization chart depicting the current roles and responsibilities. You may take some liberties in how you align the staff that is described in the Case Study, but all IT staff positions or groups must be included in the structure. Be sure to introduce or explain your org chart in the memo. Refer to course materials for an example of an IT organization chart. You may use the Shapes tool or the SmartArt tool to develop your organizational hierarchy chart, or you may paste in your chart from another drawing tool.
- New CIO Organization – Explain in a paragraph or two how a CIO organization is different from an IT Department. Be sure to create a transition from the previous section. This may be an area for you to do some external research.
- Key Services – List and explain at least five key services (more than five will earn top credit) that need to be included in your new CIO organizational structure. You may eliminate functions or positions from your current organizational structure if you believe it will improve your effectiveness and/or efficiency; these should be explained. You should also add (and explain) any functions that you will need in your new organization. Be sure these services are appropriate to your IT strategies and note how each relates in your discussion.
- New CIO Organization Structure – Briefly explain what changes you will make and why. Draw an organization chart depicting your new CIO organizational structure. Be sure that the key services you listed are covered by the new organizational structure. (Follow the guidelines for drawing the organization chart given above for the current organization.)
- Key Milestones – Your memo should include at least five key milestones (tasks or events) (more than five will earn top credit) associated with accomplishing the changes that you see are needed to change the IT Department into a CIO organization. Each milestone should be briefly described (in a sentence or two) and a target completion date should be shown. In addition, for each milestone you should identify at least one issue or concern you have with accomplishing it. An example using a milestone not related to the organization might be: The milestone is to consolidate all servers into a new data center by Oct 2017. Some issues might be: (1) a secure data center must be located, (2) it will require significant downtime for the corporate servers, and (3) the initial cost will be high.
- Conclusion – Provide an appropriate closing to your memo.

The "right" and "wrong" answers have to do with whether or not you correctly incorporated the course concepts and vocabulary from the course materials and addressed all parts of the assignment. The organizational structure you propose is not as important as that it makes sense in light of the course content and the Case Study. Use the Rubric below to be sure you have covered all aspects of the assignment.

GRADING RUBRIC:

Criterion	90-100% Far Above Standards	80-89% Above Standards	70-79% Meets Standards	60-69% Below Standards	< 60% Well Below Standards	Total Possible Points
Introduction and Purpose	5 Points Introduction and purpose of the memo are clear and concise and set the stage for the remainder of the memo; clearly tied to the Case Study; demonstrate understanding of course concepts, analysis and critical thinking.	4 Points Introduction and purpose of the memo are clear and concise, set the stage for the remainder of the memo, and are tied to the Case Study.	3.5 Points Introduction and purpose provide explanation of why the memo is being written.	3 Points Introduction and purpose may not be as clear, concise, or set the stage for the remainder of the memo.	0-2 Points Introduction and purpose are not provided; and/or are not appropriate to the Case Study; or provide too little information.	5
Leadership Philosophy	9-10 Points CIO leadership philosophy and management style are well defined with reference used to support explanation; explicitly tied to the priorities and/or issues in the Case Study; and lay the foundation for the organizational structure proposed in the memo.	8 Points CIO leadership philosophy and management style are well defined; are tied to the priorities and/or issues in the Case Study; and lay the foundation for the organizational structure proposed in the memo.	7 Points CIO leadership philosophy and management style are discussed and are tied to the Case Study.	6 Points CIO leadership philosophy and management style may be partially defined; and/or partially tied to the priorities and/or issues in the Case Study.	0-5 Points Leadership philosophy and management style are not included; are clearly not tied to the Case Study; and/or provide too little information.	10
Internal IT Strategies	9-10 Points Five IT strategies are presented, fully described and a full and convincing explanation given as to how each will improve the organization's effectiveness; IT	8 Points Five IT strategies are presented, fully described and a full and a good explanation given as to how each will improve the organization's	7 Points Five IT strategies are presented, described and an explanation given as to how each will improve the organization's effectiveness; IT	6 Points Fewer than five IT strategies are presented; descriptions and explanations are partially complete or accurate; strategies are	0-5 Points Internal IT Strategies are not included; are not tied to the Case Study; and/or provide too little information.	10

	strategies are very appropriate for the Case Study. There is at least one strategy for each of: people, process, and technology; demonstrates strong understanding of course vocabulary and concepts, analysis and critical thinking.	effectiveness; IT strategies are appropriate for the Case Study. There is at least one strategy for each of: people, process, and technology; demonstrates understanding of course vocabulary and concepts.	strategies are appropriate for the Case Study. There is at least one strategy for each of: people, process, and technology.	not appropriate for the Case Study; and or do not cover people, process and technology.		
Current IT Department Structure	9-10 Points A well-written introduction to this section is followed by an organizational chart that includes all of the current positions and groups of the IT staff; is highly relevant to the Case Study. Organization chart is very professionally presented; uses a logical and easily understandable structure, and spelling is correct.	8 Points An appropriate introduction to this section is followed by an organizational chart that includes all of the current positions and groups of the IT staff; is relevant to the Case Study; organization chart is professionally presented; uses a logical structure, and spelling is correct.	7 Points An introduction to this section is followed by an organizational chart that includes all of the current positions and groups of the IT staff; is relevant to the Case Study; organization chart uses a logical structure, with very few spelling errors.	6 Points The introduction is somewhat applicable, or missing; the organizational chart does not include all current positions and groups of the IT staff; chart is not relevant to the Case Study; chart does not use a logical structure; and/or contains several spelling errors.	0-5 Points Current IT Department organization chart is not included or is extremely poorly presented, contains many spelling errors and/or does not convey the information.	10
New CIO Organization	9-10 Points Detailed explanation of the differences between an IT Department and a CIO organization is well written with reference used to support explanation;	8 Points Explanation of the differences between an IT Department and a CIO organization is complete, well written and demonstrates good understanding	7 Points An explanation of the differences between an IT Department and a CIO organization is provided. Transition from previous	6 Points Explanation of the differences between an IT Department and a CIO organization may not be accurate or complete; transition may	0-5 Points Explanation of differences between an IT Department and a CIO organization is not included, or extremely minimal in content or	10

	discussion is tied to previous sections with good transition; demonstrates thorough understanding of course vocabulary and concepts, analysis and critical thinking.	of course vocabulary and concepts, analysis and critical thinking. A smooth transition ties this section to previous sections.	sections is provided.	be missing or ineffective.	accuracy; little effort shown.	
Key Services	14-15 Points More than five key services are listed and explained in detail, including new services; elimination of functions or positions no longer needed are convincingly explained; services are highly appropriate to the IT Strategies provided above and are applicable to the Case Study; demonstrates understanding of course vocabulary and concepts, analysis and critical thinking.	12-13 Points Five key services are listed and fully explained, including new services; elimination of functions or positions no longer needed are explained well; services are appropriate to the IT Strategies provided above and are applicable to the Case Study; demonstrates understanding of course vocabulary and concepts, analysis and critical thinking.	10-11 Points Five key services are listed and explained, including new services; eliminated services are explained. All services are appropriate to IT Strategies above.	9 Points Fewer than 5 key services are listed or explained; and/or explanations are incomplete; and/or eliminated functions are not explained; and/or services are not appropriate to IT Strategies above and/or may not be applicable to the Case Study.	0-8 Points Key Services are not included, or are too few and incompletely explained; and/or are not at all appropriate to the IT Strategies above and/or the Case Study.	15
New CIO Organization Structure	9-10 Points Explanation of organizational changes is complete, well justified and explicitly tied to the Case Study. The chart of the new organization clearly includes	8 Points Explanation of organizational changes is complete and tied to the Case Study. The chart of the new organization clearly includes	7 Points Explanation of organizational changes is provided with rationale for each. Chart of new organization includes all key services listed	6 Points Explanation of organizational changes is inadequate or incomplete and/or partially justified; chart of new organization chart does not	0-5 Points Explanation of organizational changes is missing or incomplete; chart of new organization is not included or is extremely poorly	10

	the key services listed above, and is professionally presented using a logical and easily understandable structure, with correct spelling.	the key services listed above, and is professionally presented using a logical structure, with correct spelling.	above and uses a logical structure, with very few spelling errors.	include all key services listed above; and/or chart does not use a logical structure and/or contains several spelling errors.	presented, contains many spelling errors and/or does not convey the information.	
Key Milestones	9-10 Points More than five key milestones are listed, fully described and have reasonable target dates; more than one issue or concern is provided for each. Milestones are relevant to the changes that need to be made, as discussed in the memo, are clearly tied to the Case Study, and demonstrate understanding of course vocabulary and concepts, and critical thinking.	8 Points Five key milestones are listed, fully described and have reasonable target dates; more than one issue or concern is provided for some milestones. Milestones are relevant to the changes that need to be made, as discussed in the memo, and are relevant to the Case Study.	7 Points Five key milestones (tasks or events) associated with accomplishing the organizational changes are listed, briefly described, and show a target completion date. For each milestone at least one issue or concern is presented.	6 Points Fewer than five key milestones are listed and described; target dates are missing or are not reasonable; at least one issue or concern is not provided for each; and/or milestones are not relevant to the changes that need to be made or to the Case Study.	0-5 Points Key Milestones, descriptions, target dates, issues and concerns are missing or incomplete.	10
Conclusion	5 Points The closing section of the memo is appropriate, relevant, effective and meaningful.	4 Points The closing section of the memo is appropriate and relevant.	3.5 Points The closing section of the memo is relevant.	3 Points The closing section of the memo is somewhat effective and/or relevant.	0-2 Points The closing section is extremely incomplete or not included.	5
External Research	5 Points Two or more sources other than the class materials are incorporated, are substantive and are used effectively. Sources used are	4 Points At least one source other than the class materials is incorporated and used effectively. Source(s) are relevant and	3.5 Points At least one source other than the class materials is used and properly incorporated into the text. Reference is	3 Points A source other than the class materials may be used, but is not properly incorporated, and/or is not relevant or timely; and/or	0-2 Points No external research is incorporated or reference listed is not cited within text.	5

	relevant and timely, contribute to the analysis and support conclusions. References are appropriately incorporated and cited using APA style.	contribute to the analysis. References are appropriately incorporated and cited using APA style.	cited using APA style.	APA style for references and citations is not followed.		
Memo Format	9-10 Points Memo format is used and content is very well organized; appropriate transitions are included from one section to the next; correct sentence structure, grammar and spelling; presented in a professional format; uses sophisticated writing and demonstrates understanding of course concepts and vocabulary.	8 Points Memo format is used and reflects effective organization; appropriate transitions are included from one section to the next; correct sentence structure, grammar and spelling; presented in a professional format.	7 Points Memo has some organization; may have some errors in sentence structure, grammar and spelling.	6 Points Memo format is somewhat followed; is not well organized; does not use appropriate transitions; and/or does not use correct sentence structure, grammar and spelling.	0-5 Points Report is extremely poorly written, has many grammar and/or spelling errors, or does not convey the information.	10
					TOTAL Possible Points	100