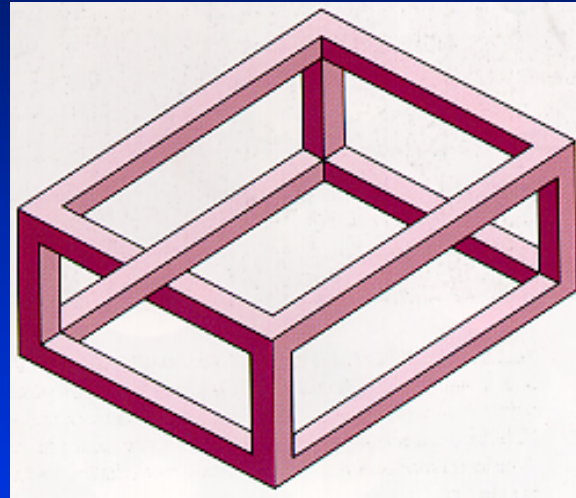


SOME VIEWPOINTS ON ICT & STRATEGIC THINKING



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FUTURE AND ITC -STRATEGIES

(Bates 1997)

... the widespread introduction of technology-based teaching will require such fundamental changes to an institution that its use should not be embarked upon lightly, nor will it necessarily lead any significant cost savings, but nevertheless such an investment will still be necessary if universities are to meet the needs of its students and society at large in the 21st century...

*UNIVERSITIES PATHS TO
OPEN AND FLEXIBLE
LEARNING*

OPEN

**VIRTUAL
UNIVERSITY**

OPEN UNIVERSITY STUDIES

**OPEN AND
FLEXIBLE
LEARNING**

TRADITIONAL

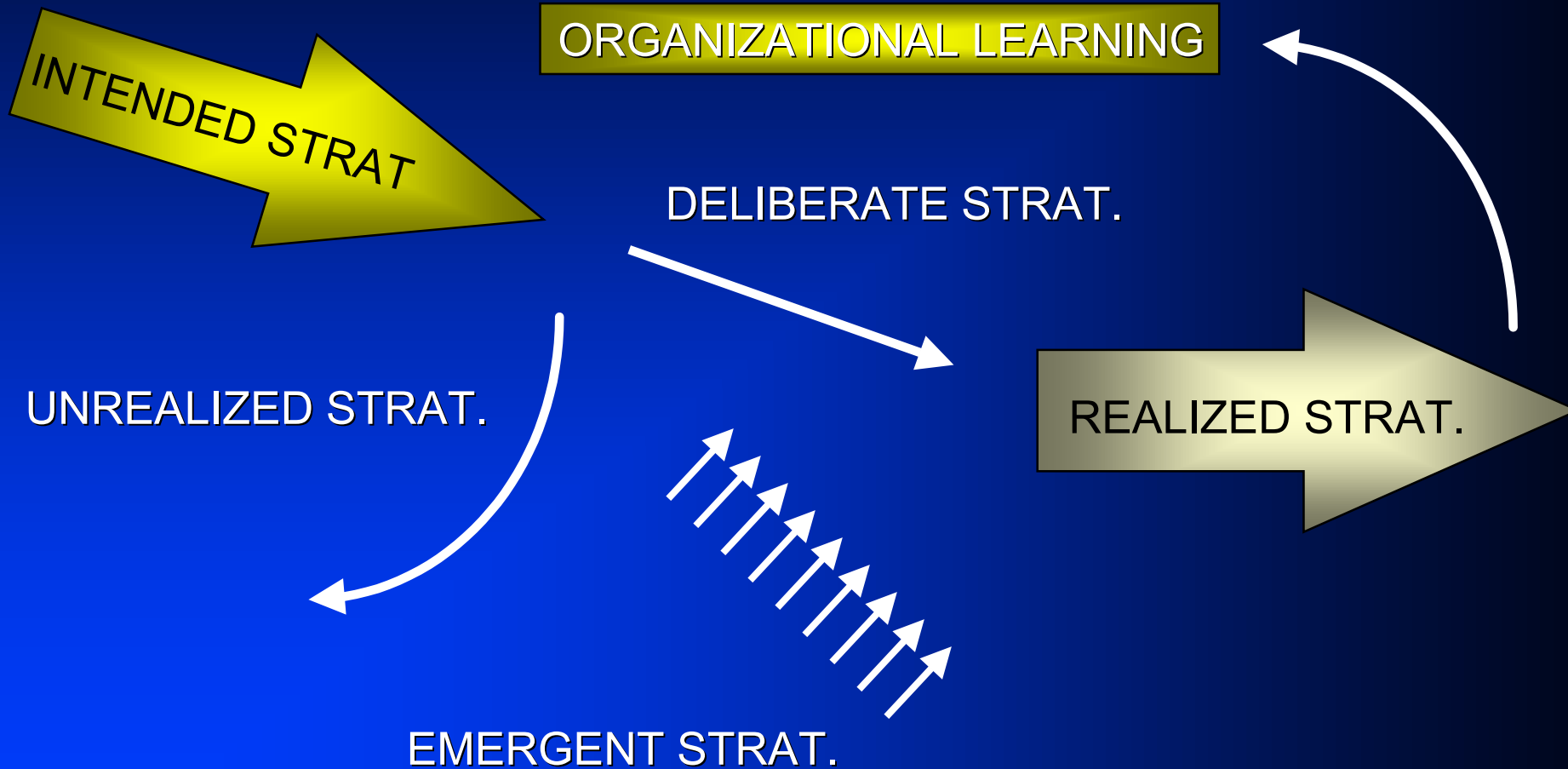
NEW

UNIVERSITY

**UNIVERSITY
PROJECTS**

CLOSED

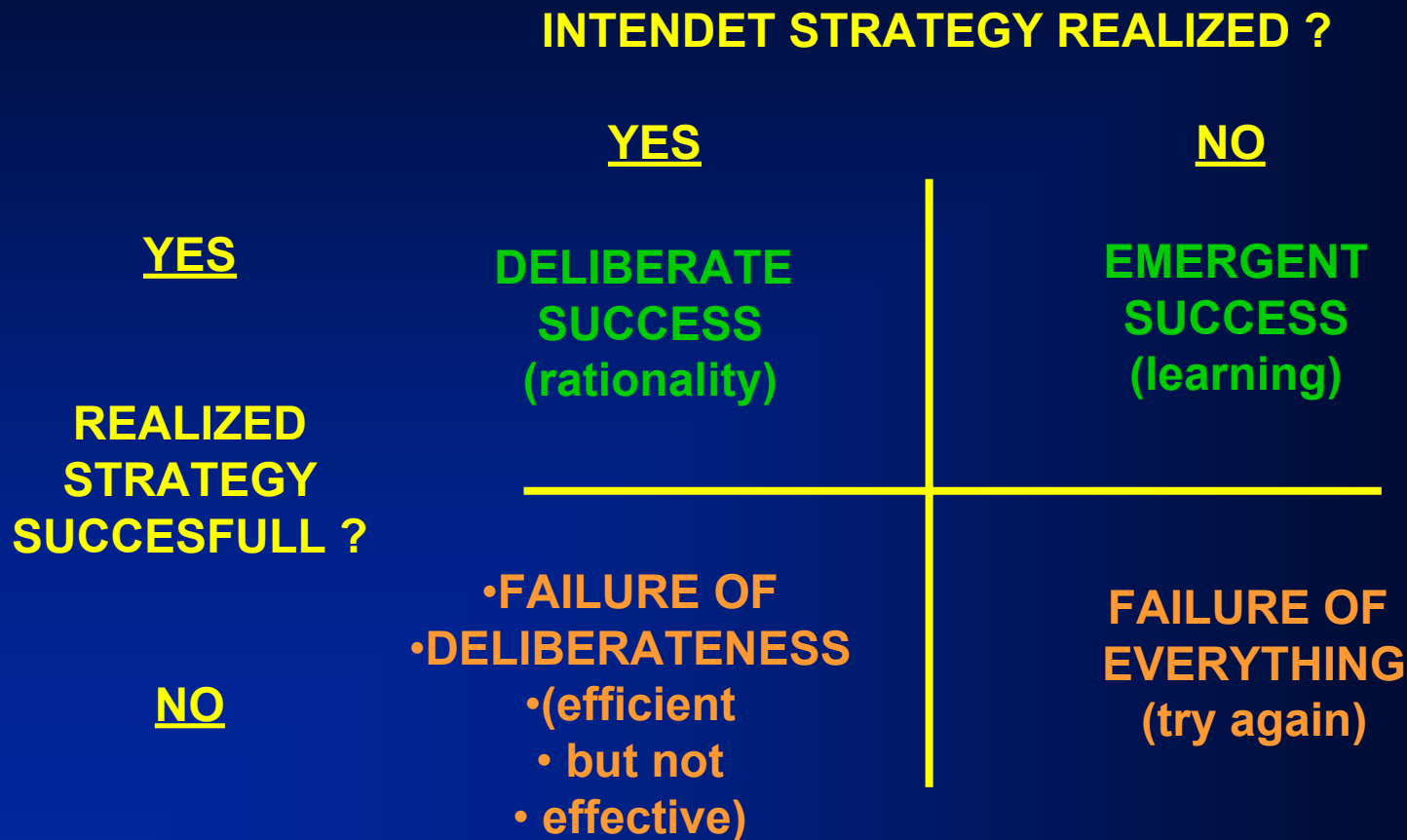
STRATEGY PROCESS



cf. e.g. Mintzberg & Näsi

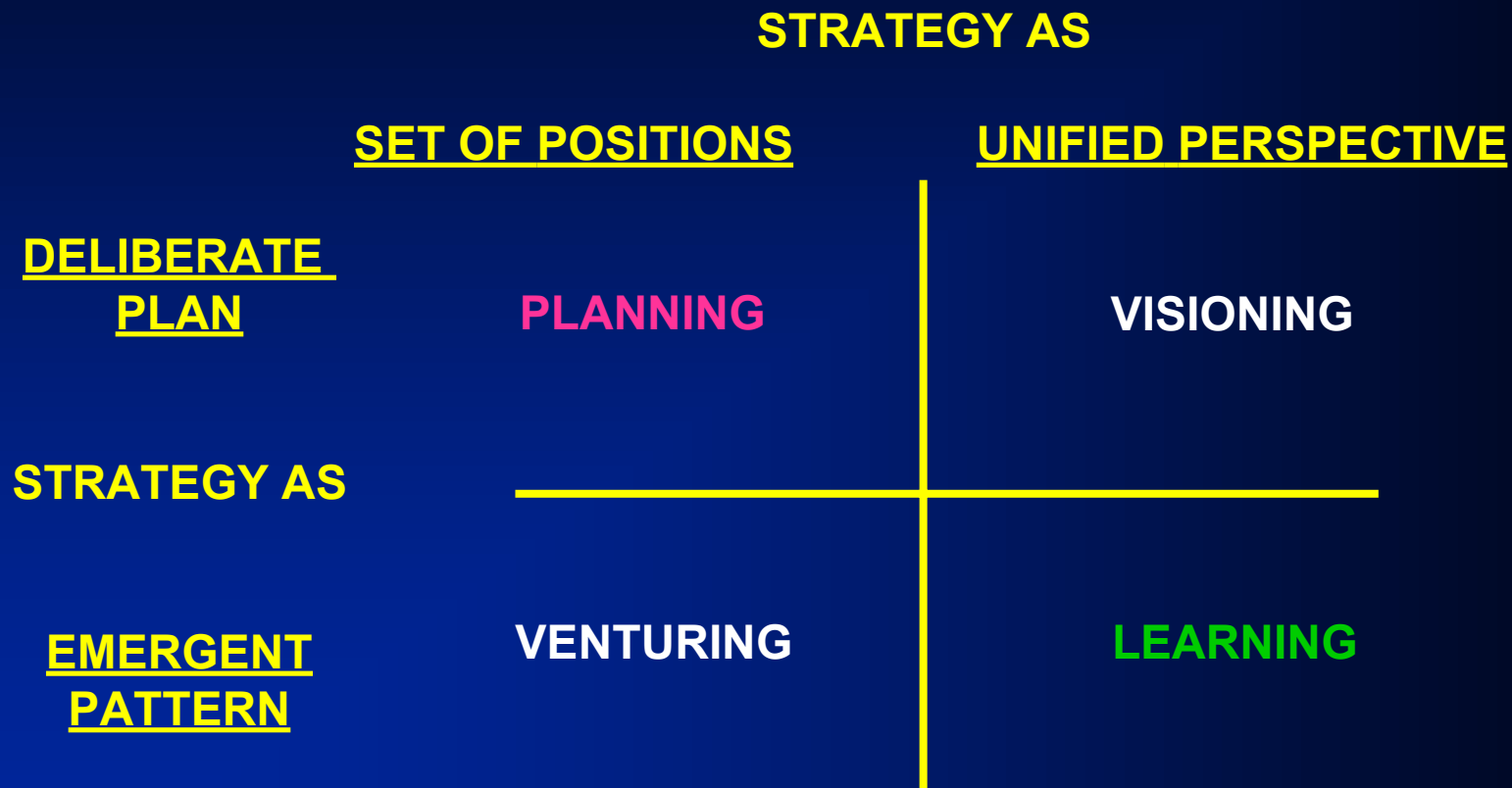
THE FOUR TYPES OF STRATEGY OUTCOMES

(Mintzberg 1994)



STRATEGY PROCESSES BY STRATEGIES

(Mintzberg 1998)



PRESSURE FOR CHANGE + **A CLEAR SHARED VISION** + **CAPACITY FOR CHANGE** + **ACTIONABLE FIRST STEPS** = **"THE CHANGE"**

PRESSURE FOR CHANGE + **A CLEAR SHARED VISION** + **CAPACITY FOR CHANGE** + **ACTIONABLE FIRST STEPS** = **BOTTOM IN THE BOX**

PRESSURE FOR CHANGE + **A CLEAR SHARED VISION** + **CAPACITY FOR CHANGE** + **ACTIONABLE FIRST STEPS** = **A FAST START THAT FIZZLES**

PRESSURE FOR CHANGE + **A CLEAR SHARED VISION** + **CAPACITY FOR CHANGE** + **ACTIONABLE FIRST STEPS** = **ANXIETY, FRUSTRATION**

PRESSURE FOR CHANGE + **A CLEAR SHARED VISION** + **CAPACITY FOR CHANGE** + **ACTIONABLE FIRST STEPS** = **HAPHAZARD EFFORTS**

de Woot, 1996

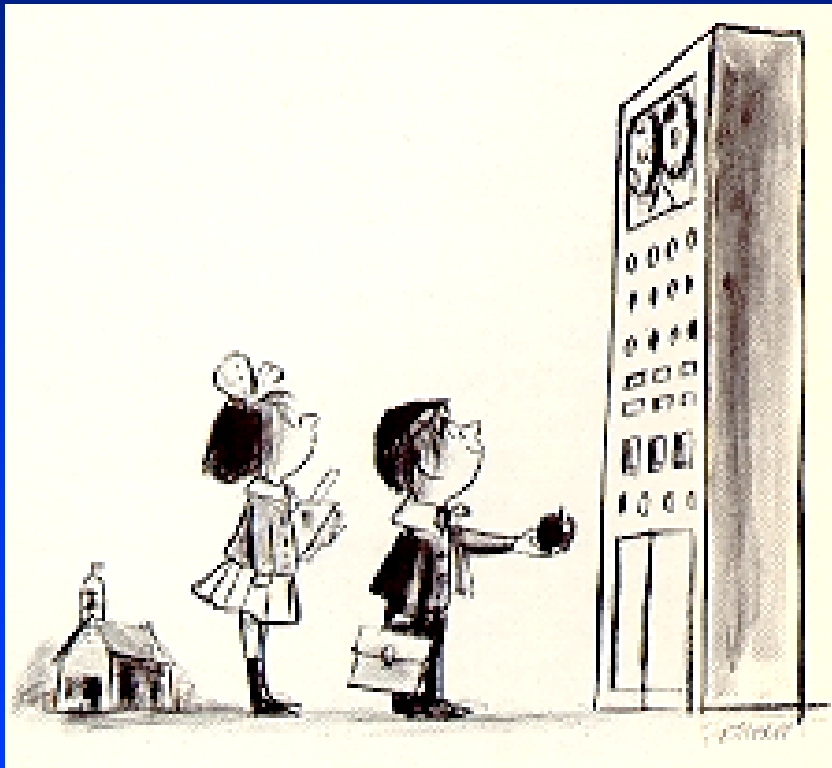
WHAT ARE THE POSSIBLE RESPONSES OF THE "CONVENTIONAL UNIVERSITIES" TO THE FINNISH NATIONAL VIRTUAL UNIVERSITY PROJECT ?

	<u>TYPE A</u>	<u>TYPE B</u>	<u>TYPE C</u>	<u>TYPE D</u>
TACTIC	Compete	Collaborate	Consolidate	Quit
TIMING	Leader	Close follower	Late follower	Abstainer
ROLE	Developer Broker User	Broker/ User	User	Spectator
RISK / REWARD	High High	Moderate Moderate	Low Mod./ Low	High None

T.KARRAN, J. POHJONEN 2000

"NICE GUYS"

"It's not the "nice" guys who bring real social change. Nice guys look nice because they are conforming.



It's the bad guys, who only look nicer a hundred years later, that are the real Dynamic force in social revolution. ”

(Robert M. Pirsig:

Lila - an Inquiry into Morals, p. 192)