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BUILDING DATA-DRIVEN ORGANIZATIONS

Introduction

Following the two courses on “digital” – covering the fundamentals of managing IT and digital transformation initiatives in business organizations – this third course in the series will focus on building data-driven organizations, in the context where data becomes one of the main assets of the organization and Artificial Intelligence (AI) the new general-purpose technology transforming industries and organizations.

As we saw in the Silicon Valley module, we should not consider AI as a technology in isolation, but together with other technologies, such as social media, cloud computing, mobile, big data, IoT and blockchain, as a manifestation of a world with an exponentially increasing digital density. In other words, as much more processes of the organizations, people and things get more and more connected it translates into a growing digital density and begins blurring the frontiers between the physical and digital worlds. This new scenario where the physical and digital worlds are indistinguishable is the underlying driving force of digital transformation that many organizations are undergoing in recent years. Therefore, AI is also a technology that leverages this scenario of high digital density by turning the connected data into new sources of value creation and capture for the organizations. However, in the same way that a company does not become an Internet company just by creating a web page, a company does not become a data-driven organization by the mere collecting of data and acquisition of AI systems in their IT portfolio. To that extent, AI, as well as with other new technologies involved in a digital transformation process should be considered in a holistic way when considering its impact in different dimensions: technology infrastructure, business model and organizational model.

Objectives

This module explores the interrelations of the technological, strategical and organizational dimensions in a data-driven organization. Through a combination of cases, simulations, roundtables and open discussions we will identify key principles and related working practices to achieve the cultural change needed in a digital transformation process.

Competences

This course builds and reinforces the following competences:

Basic Competences

- Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context. (CB6).
- The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study. (CB7).
- The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments. (CB8).
- Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way. (CB9).
- Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous. (CB10).

General Competences

- To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions. (CG1).
- To distinguish and categorize relevant information effectively for business decision making. (CG7).
- To interpret the global context in order to analyze and judge the threats and opportunities facing the organization. (CG9).
- To formulate and evaluate business strategies in decision-making, anticipating the economic consequences of action plans. (CG11).

Specific competence

- To develop knowledge and skills in advanced strategic methods and strategic thinking so that they understand how to position themselves competitively. (COP7).

Content

The module uses a general model of digital transformation within a digital density framework that we introduced in the Silicon Valley module. In this course, we hone in to the impact of the introduction of AI technology in an organization. The model structures the digital transformation of an enterprise along three core dimensions:

1. Technology Platform
2. Business Model
3. Organizational Model

Reflect upon capabilities and competences business leaders need to develop to build a data-driven organization.

Evaluation

Your grade will be evenly split between your class participation and the team project. The grading breakdown is shown below:

Class attendance and participation: 50% (SE4)
Oral Integrated elective team Project: 25% (SE1)
Writing assignment: 25 % (SE2)

ADENDA COVID-19

Clases síncronas en remoto: todas las seis sesiones que estaban previstas a ser presenciales en el aula pasaron a realizarse en formato síncrono remoto.

Calendario: el módulo fue aplazado de mayo a julio de 2020.