

## [MDT] Managing Digital Transformation

### Introduction

This is the second ICT course that will be offered in this program. After having studied some of the main issues of “classical” Information Systems Management during Module 3, in this course we will -taking advantage of the Silicon Valley context- deal with the sometimes-called “digital economy” issues. During these two weeks we will explore a number of industries that have been transformed by advances in the ICT arena and will try to extract some lessons that should be able to guide our understanding of how these innovations are changing -and in the future will continue to impact- the competitive landscape by challenging incumbents and offering numerous opportunities for newcomers.

Digitization of all aspects of our lives and the functioning of society as a whole continues to grow at a rapid pace. The growing density of digital connections changes many familiar elements of our personal life, including how we interact with friends and colleagues, discover and consume new products and services, move from point A to point B, pay and manage finances and many more. It also creates long-reaching implications for business and leadership. How do we respond to changing expectations of our customers and employees? How do we rethink business models and strategies? How do we keep up with the dizzying pace of start-up innovation? And finally, how do we change our companies from within? To answer these challenges, many organizations today embark on a new kind of innovation journey – that of digital transformation.

Attached and on the virtual campus you will find all you need in order to be prepared for this course. This includes a description of the group project to be developed during the post-residential part. Also, you will find for each session:

- a) A brief description of what the session is about
- b) A list of the material you need for the session
- c) Some assignment and discussion questions where appropriate

### Objectives

This module explores the main ideas behind the ‘why’, ‘what’, and ‘how’ of digital transformation. Through a combination of cases, open discussions and mini-workshops participants will develop a base set of concepts, frameworks, and tools and to spearhead the new innovation journey at their organizations or to launch new digital ventures.

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## 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 identify the catalysts of personal and organizational change to foster the entrepreneurial and innovative behavior that makes it possible to adapt to changing business environments. (CG5).
- 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).

### Specific Competences

- To apply a structured, rigorous analysis process of business situations that encompasses all the dimensions of the business (personnel, strategy, finance, etc.) and concludes with the preparation of a reasonable, feasible action plan. (CE1).
- To write organized, concise, and clear executive reports for analysis and decision making in business situations. (CE2).
- To handle monitoring tools to help implement the company's strategy. (CE28)
- To master information and communications technology tools (ICT's) for accounting, finances, operations, and sales management and in general for appropriate decision making. (CE29).
- To analyze and understand the value chain of an industry or business to develop the corporate strategy. (CE30).
- To understand and evaluate cultures of innovation and entrepreneurship within one's own business (intrapreneurship). (CE34).

## Content

The module is organized around three main interrelated areas:

1. The 'Why' of Digital Transformation: Seeing Beyond the Trends
  - Understand the nature of key digital drivers – social, mobile, and big data. Explore how these drivers affect the every-day lives of individuals and how they reshape society and

business

- Reflect on the concept of digital density. Explore how the framework can be applied to help us reimagine companies and industries for the digital world.
2. The 'What' of Digital Transformation: Rethinking Business Models
    - Examine how increasing digital density is transforming competitive landscapes and business models in established industries as well as opening up new spaces of business activity
  3. The 'How' of Digital Transformation: Making the Vision a Reality
    - Identify key challenges organizations typically face in launching and implementing digital transformation initiatives.

Reflect upon capabilities and competencies business leaders need to develop to drive digital transformation at their companies.

## **Evaluation**

Your grade will be the team project and the individual paper evaluating your colleagues work: 50% (SE1); the memo reporting the China visits:10% (SE2) and your class participation: 40% (SE4).

