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## [DC] The Digital Context

### Introduction

This course being the first component of the Digital Journey, focuses on the changes digital technologies are bringing to individuals, companies, and society at large. Until recently, the knowledge of Information Technology (IT) and its application in the enterprise had been confined to the IT Department. Not anymore. Due to the pervasiveness of Digital Technologies, Gartner Inc., a research firm, states that this year 2020 seventy percent of all information/digital technology spending in the firm originates outside of the IT department. As digital technologies continue to permeate core business processes and, increasingly, become an integral part of firm's product and service value proposition, successful business managers will need to learn not only how to interpret a P&L statement and read a balance sheet but also how to anticipate the impact of digital technologies on business and manage the required transformation.

### Objectives

This course aims to explore key issues related to the impact of Digital Technologies in business from the standpoint of a business manager. The course also provides a foundation for discussing the impact of these technologies on business models, industries, and organizations that we will cover later in the program, specifically when we visit Silicon Valley.

### 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 acquire the vision of a global citizen when dealing with the multicultural aspects present in the international market. (CG10 )
- To formulate and evaluate business strategies in decision-making, anticipating the economic consequences of action plans. (CG11).

## Specific Competences

- To devise a personal ethical framework for decision making in the organization through reflection and critical discussion of the traditional ethical thought systems. (CE12)
- To master information and communications technology tools (ICT's) for accounting, finances, operations, and sales management and in general for appropriate decision making. (CE29)

## Content

The course discusses key aspects of the impact of digital technologies in an organization. Yet, it is not designed with the Chief Information Officer (CIO) in mind. We will focus on strategic rather than technical implications of Digital Technologies and explore how general business managers can add value by taking part in selecting, implementing, and exploiting IT solutions to help their firms build competitive advantage. The topics we will cover in the course include decisions regarding on-premise versus cloud computing, the use of blockchain versus traditional databases, the construction of value propositions based on digital technologies and a simulation aimed at understanding the processes involved in deploying an Artificial Intelligence solution.

During the duration of the course we will continuously reflect upon how the role of IT in business is changing as digital technologies are becoming part of every day's life of individuals and the society at large.

## Evaluation

The grading breakdown for this course is as follows:

- Class attendance and participation, including the two-session online simulation: 50% (SE4)
- Preparation week assignment and consolidation period team assignment (i.e., project): 50% (SE2)

Class Participation – my criteria for evaluating class participation are similar to those in other IESE courses. Because of the somewhat technical content of the course, I strongly encourage you to ask questions in class whenever you encounter a term or concept that you are not familiar with. I will consider such questions valuable contributions when evaluating class participation.

The content of the sessions will be essential for both the team project and the individual paper.

### **ADENDA COVID-19**

Ha sido necesario ajustar el calendario, para brindar la mejor experiencia de aprendizaje posible. Por esta razón, la clase presencial de esta asignatura ha sido pospuesta hasta septiembre 2020.