COURSE GUIDE

GSI 7417 – K. KYU KIM – SPRING 2015

DIGITAL BUSINESS TRANSFORMATION IN THE GLOBAL ENTERPRISE

✍ COURSE DESCRIPTION AND OBJECTIVES

This is an overview course to prepare the general manager to be more effective in dealing (both strategically and organizationally) with the digital transformation of the global enterprise and its ecosystem of partnerships. It is about the organizational transformation that takes place when any enterprise wants to take a core part of its business online and to "go digital."

Mastering the concepts, practices, and technologies of digital transformation is a critical skill for line managers in any area of business. Furthermore, the global dimension is becoming more critical as digital technologies and broadband networks change the speed and global reach by which enterprises can provide their services, partner with others, source their products, and enter remote markets. This course is designed to prepare general managers to operate successfully in such a global digital world, and to create stakeholder value and competitive advantage.

An informed manager in the global conditions of the 21st century must understand 4 core strands that define the success of digital transformation of the enterprise:-

1. How to intelligently harness the strategic business value of information technologies through large integrated enterprise system applications.

2. How to design and manage business models for services offered through digital platforms.

3. How to organizationally implement and deploy different types of information systems within and across enterprises, while understanding user needs.

4. How to track & manage disruptive technologies.

This is a "future-proof" survey course that helps you understand enough pieces of the mosaic that forms digital transformation -- so that you can manage intelligently as new pieces of the mosaic appear and it changes in the years to come. There is not sufficient time to delve deeply into any of the topics. It is geared to the general manager, and the managerial mindset of this course is one that focuses on the relationship between technology and the business, rather than a focus on the technology itself.

Place: New Millennium Hall 214   **Time:** Thur., 9:00 a.m. – 11:50 a.m.
Instructor: K. Kyu Kim, Professor, Graduate School of Information

CONTACT INFORMATION
- **Office Location:** New Millennium Hall 413
- **Office Hours:** After class or by appointment
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TOP VIEW of COURSE

Class	Date	Cases and Key Events	Topic
DIGITAL TRANSFORMATION: INTRODUCTION & PLATFORM TRENDS			
1	3/5/15	Intro to Digital Transformation in the Global Enterprise	What is Digital Transformation?
LEVERAGING LARGE ENTERPRISE SYSTEM APPLICATIONS & DIGITAL PLATFORMS FOR STRATEGIC VALUE: UNDERSTANDING THE EVOLUTION			
2	3/12/15	Case 1: Dubai Ports (HBS, Feb 2003)	Business Ecosystem and Inter-organizational Info Systems
3	3/19/15	Case 2: Implementation of collaborative e-supply chain initiatives (Journal of Information Technology, 2009, 24, pp. 269-281)	IT-Enabled Supply Chain Management
4	3/26/15	Case 3: Bombardier Large Scale ERP Implementation (HEC, Feb 2012)	Organizational Impact of ERP Systems Implementation
5	4/2/15	Case 4: Shinsei Bank (HBS, 2007)	Managing Enterprise Applications, Modularized Design
6	4/9/15	Case 5: Re/MAX LLC Real Estate (HBS, Oct 2012)	Digital Intermediation & Creating Value at the Edge
7	4/16/15	**Mid-Term Exam**	In-Class Exam
MANAGING EVOLVING IT ECOSYSTEMS & EMERGING TECHNOLOGIES			
8	4/23/15	Case 6: Rakuten Inc. (HBS, Dec 2005)	Business Models for Digital Platforms & e-Commerce
9	4/30/15	Case 7: The Tate's Digital Transformation (HBS, April 2014)	Social Media & Collaboration Platforms, Crowd-Sourcing
10	5/7/15	Case 8: Guthy Renker (USC, April 2010)	Business Intelligence & Data Warehousing
11	5/14/15	Case 9: Grok (in 2013): Action Intelligence for Fast Data" McGraw Hill, Jan. 2014	Big Data Analytics, Machine Learning
12	5/21/15	Case 10: CA Technologies: Bringing the Cloud to Earth (HBS, June 2011)	Cloud Computing
13	5/28/15	Case 11: Volvo Automotive	The Internet of Things Business
14	6/4/15	Student Project Presentation	Digital transformation in selected industry sectors
15	6/11/15	Final Exam	Grande Finale !

📖💻 COURSE MATERIALS

1. **Books:** GSI participants are not enthusiastic book readers, so will spare you the pain. They are however video and PowerPoint fans, so we will take advantage of those preferences throughout the course.
2. **Harvard Business School Cases & Articles**: The Harvard Business cases can be purchased online directly and downloaded in electronic form from Harvard Business Press. The articles are accessible (not the cases) for free through the Yonsei University libraries.

3. **Other Readings:** Articles from professional journals and trade press, and industry reports (to be made available on-line through Yscec class folder).

4. **Yscec Course Folder:** *There will be a session preparation guide with case questions posted for every session on Yscec*. Other readings will be posted on Yscec course folder – as will session PowerPoints, assignment instructions, administrative information, guest speaker bios etc. Please check it frequently!   Sections that are populated are Syllabus, Assignments, and Content. The Content section is updated for every session, so please check it out frequently!

🏁 COURSE EFFORT / GRADING INFORMATION 🏁

Each individual's effort and grade will be based on the following 6 components. Please note that extraordinary effort in any of those components will be recognized. Conversely, plagiarism in written assignments will be dealt with very severely as per Yonsei University and GSI policies.

1.	Class participation related to readings, case discussions, & deep dives	7 %
2.	Team Presentations & key recommendations for business cases	13 %
3.	2 team written case assignments	10 %
4.	Industry Sector Focus Group Project Presentation	10 %
5.	Mid-Term Exam	25 %
6.	Final Exam	35 %

Academic Integrity: Yonsei University seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles.

[1] CLASS PARTICIPATION

Your participation grade is based on quality and a sincere effort to provoke, learn and understand, rather than quantity. The more you engage with the class, the higher will be your participation grade, and the more successful our learning experience will be.

Attendance: You are expected to attend all sessions. If you cannot attend for a specific reason then please inform professor through e-mail that you are unable to attend, or your absence will negatively affect your participation grade. Treat it like a professional meeting at work: if you cannot attend for any reason, you are expected to inform the person running the meeting as a professional courtesy. No unexplained disappearances please! This is not an undergraduate class. I treat you professionally and I expect the same in return.

Engagement: You are expected to prepare for each class and to actively engage in the discussion of readings and cases. If you don't keep up with the reading, you will not enjoy the class. Thus it is very important that you be prepared for each class. You are expected to actively discuss both readings and cases and add to the learning of the class, whether in the live classroom or on-line (if you see an article that is pertinent to the class – let us all know). You are also expected to raise questions provoking the thinking of others to the case-presenting teams. You will sometimes be randomly called upon in class to comment and answer questions, so please be prepared.

Being a Session "Deep Diver": For each session, we will ask ahead of time for a number of volunteers to act as "deep divers" for that session, and informally give us more details on a topic. This will help enhance the richness of the discussion and ideas in the class.

Laptops & Mobile Devices: It is a professional courtesy to devote your full attention in the class as you would in a face-to-face meeting at work. If you are using a laptop or mobile phone/device to follow the class or take notes, that will be allowable. If you are using it for e-mail, instant messaging, twittering, etc., or doing other assignments for other courses while in class, that will be deemed unprofessional and unallowable – and it will affect your participation grade too as it is distracting to others. If it becomes an obvious distraction, I will turn off the Wi-Fi in the classroom**.**

[2] TEAM PRESENTATION & KEY RECOMMENDATIONS FOR BUSINESS CASES

Each case discussed in the course will have its key recommendations presented in executive summary form after the case discussion by a 2 person team. Maximum time is 20 minutes and will include key recommendations and reasons why (rather than entire case analysis). Team assignment rules and case sign-up will be provided. The team performance will be judged as to how succinctly they select key recommendations and reasons behind it.

[3] TEAM WRITTEN CASE ASSIGNMENTS

Written analysis is required for 2 of these 8 cases as follows:
Write-up #1: Case 1, 2, 3, 4, or 5
Write-up #2: Case 6, 7, 8, 9, 10, or 11
Note: *The 2 written cases cannot be the same as the one you picked for presentation with a team.*

You need not tell us your choices but you are responsible for keeping track of them. Written analyses are due *at the beginning of the session in which the case will be discussed.* Case questions will be provided for each case to guide your write-up. The case write-ups should be the equivalent of about 2-3 single-spaced pages including any appendices. Please provide your case in hard copy printed form unless you have a special circumstance.

The written analysis is a team assignment (2 people).If you would like detailed feedback on a specific aspect of your write-up, please feel free to include "feedback requests" in the body of your write-up.

These are not "standard" case analyses. *Just answer the questions.* There is no need for a lengthy introduction in your write-up but rather please directly address the key issues suggested by the case questions. Try to avoid lengthy repetition of case facts (you can reference page numbers, exhibits, tables) -- but by all means justify your logic through case specifics. Please be careful to distinguish between case facts and stereotyped sweeping generalizations. Recommendations should be substantiated by clear logic and case specifics. Diagrams and schematics are very helpful in both sharpening your thinking and your exposition. Incorporation of learning from assigned readings and class material into analysis is a plus and is expected.

[4] MID-TERM EXAM AND FINAL TAKE-HOME EXAM

There are two exams. Mid-Term Exam is In-Class and based on lecture notes and case discussions. The Take-Home Final Exam is comprehensive. The dates are on the schedule. The final exam is meant to make sure that you can diagnose and probe the issues of managing digital transformation in the global enterprise through informed judgment and systematic thinking in a situation you are likely to encounter in a corporate environment around digital innovation and technology strategy. It is also very time-consuming if you have not been doing the readings thoughtfully.

[5] INDUSTRY SECTOR FOCUS GROUPS

We will divide the class into a few groups that will each address digital transformation in a selected industry sector (say financial services, energy, healthcare,…) and participants will each contribute to with current business news, and we will also have a group presentation in week 14.