

Executive MBA Program
Spring 2022
MGMT940 – Digital Transformation and Innovation

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Office Hours: Zoom, by appointment

Type	Time	Days	Where
Class	19:00 – 22:00	Thursday	Altunizade

Course Objective:

Digital technology is driving the disruptions, and digital technology itself continues to accelerate exponentially. Industries and companies are challenged by heightened customer expectations, speed and ambiguity, and emergent technologies that enable creating competitive advantage. Digital transformation is radically changing the businesses, and it requires rethinking how entire organization works, thinks, collaborates and creates value. In order to maintain and improve their firms' competitiveness, decision makers need to know the technologies, approaches, and best practices that further digital transformation. Digital transformation has also enhanced the role of innovation in global competitive environment among other operational priorities (cost, quality, flexibility, and delivery). This course involves an in-depth discussion of related topics, case studies, and best practices on digital transformation and innovation management.

Learning Outcomes:

Upon successful completion of the course, the students will be able to:

1. Explain the driving factors and enablers of digital transformation.
2. Assess the organization's digital fluency and identify the gaps.
3. Describe the digital business strategy and transformation approach.
4. Discuss various digital transformation cases and best practices from diverse industries.
5. Evaluate the organizational and functional challenges and learn how to tackle them.
6. Summarize the fundamental emergent technologies and their impact on business.

7. Use data as a strategic decision-making asset and explain the related technologies (e.g. artificial intelligence, machine learning, advanced analytics) and their usage as part of the digital transformation.
8. Express/Identify the must-have changes on leadership, organization structure, way of working and future of work.
9. Attain the abilities to create and manage innovative culture in their companies.

Course Material:

Textbook:

- *Digital Transformation Game Plan: 34 Tenets for Masterfully Merging Technology and Business*, 1st Edition, by Gary O'Brien, Guo Xiao, Mike Mason. 2019.

Articles:

- Digital Transformation is not About Technology, Behnam Tabrizi, Ed Lam, Kirk Girard and Vernon Irvin, HBR March 2019.
- Discovery-Driven Digital Transformation, Rita McGrath and Ryan McManus, HBR May-June 2020.
- Collaborative Intelligence: Humans and AI are Joining Forces, H. James Wilson and Paul R. Daugherty, HBR July-August 2018.
- Bring Your Breakthrough Ideas to Life, Cyril Bouquet, Jean-Louis Barsoux, Michael Wade, HBR November-December 2018.
- Digital Transformation Changes How Companies Create Value, Marshall W. Van Alstyne and Geoffrey G Parker, HBR.org, December 17, 2021.
- 3 Tactics to Accelerate a Digital Transformation, Scott D. Anthony and Paul Cobban, HBR.org, Nov 25, 2021.
- 4 Lessons from Levi's' Digital Transformation, Harmit Singh, HBR.org, Feb 18, 2022.
- Building the AI-Powered Organization, Tim Foutaine, Brian McCarthy and Tamim Saleh, HBR July-August 2019.
- Customer Experience in the Age of AI, David C. Edelman and Mark Abraham, HBR March-April 2022.
- How to Navigate the Ambiguity of a Digital Transformation, Mike Walsh, HBR.org, November 29, 2021.
- Leading in the Age of Disruption: Five Critical Skills, Herminia Ibarra, Interview by Sarah Green Carmichael, Rotman Management Winter 2022.

Cases:

- The Home Depot Inc.: A Digital Transformation for Customer Experience
- When Digital Meets Lean: Digital Transformation at PFA

- Digital Transformation in Vocento
- Tetra Pak: A Digitally Enabled Supply Chain as a Competitive Advantage
- Platform Startups: Launching Online Marketplaces

Course Web:

The suCourse website will be frequently used during the semester. All of the relevant course materials (presentations, readings, etc.) will be posted to the SuCourse – Resources directory. The Assignment(s) and Case Study Question(s) will be shared from SuCourse-Assignments directory. The students will post their assignment(s), case preparation(s), etc. to SuCourse before the due date of the submissions.

Sabancı University uses a very powerful web-based tool called Turnitin. Turnitin is the worldwide standard in online plagiarism prevention. It allows instructors to compare student papers against a database composed of millions of articles. Every paper you submit will be scanned by Turnitin, and results will be reflected in your grades.

Instructional Design:

Lectures focus on the basic concepts, technologies, and practical applications of the methods and we will be using mixture of various techniques.

Case studies and discussions help you learn from the experiences of different industries and companies. Case discussions provide you opportunity to understand the issues related with and problems faced in digital transformation and to analyze solutions developed in various real cases. The reading material will cover some of the chapters from the textbook.

Class participation is crucial to ensure successful learning for all. It is important that all of you will be ready to participate in the discussion. You will be expected to complete the reading before coming to the class, participate actively and contribute the class discussions. It is important that you try to see the relevance of the discussed approaches to situations you have experienced in different industries and sectors. Especially sharing your own experiences in related topics will enrich class discussions.

Changes, if any, to the syllabus and class schedule will be announced in class.

Grading:

The following components will make up your final course grade:

Class Participation (individual)	: 20%
Quizzes (7) (individual)	: 35%
Written assignments (3) (individual)	: 45%

Requirements:

Class Participation. Your active involvement in class discussions and exercises will constitute the grade for class participation. Effective participation in class discussions includes asking questions about concepts you agree or disagree with, sharing your point of view and experiences with the class, building on points raised by others, relating topics discussed to previous class discussions. Participation in case and article discussions requires your reading of the assigned materials and analyzing the cases and articles before the class session. Note that the quality of your participation is what counts, not the amount of airtime you take in each class. Attendance will be taken in each session and class attendance will constitute 10 points out of the 20 points of the class participation component of the grading scheme.

Quizzes. At the end of the meetings there will be a short multiple choice quizzes where the students can demonstrate that they actively participated the lecture and followed the discussions. The quizzes will be individual work.

Written Assignments. There will be three written assignments, each counting 15% of your final grade:

- 1) Based on the class discussions about “thin slice” concept, nominate a starting “thin slice” for your company’s transformation and define measures that will tell you what to do and whether you are improving. Analyze the organizational and functional constraints and discuss your organizational recommendations for a sustainable digital transformation.
- 2) Pick one enabling technology discussed in class, analyze how it has been used in your company and how it can be more effectively utilized, and recommend an action plan for greater business impact and business innovation.
- 3) Considering the industry that the your company operates in, analyze the best player in platform business in that industry, compare the strengths/weaknesses of your company with respect to the platform player, and elaborate on what digital capabilities/technologies/working models are needed, and build a recommendation plan. If there is no platform player in that industry, elaborate on the reasons.

Your submission for the assignments should consist of no more than three single-spaced (12 point font with 2.5cm margins) pages of thoughtful response, excluding references, tables, and figures. Assignments will be graded based on your ability to apply concepts, theories, tools, and techniques learned in the course; the logic, richness, and novelty of your thinking; and the clarity of your argumentation.

Academic Honesty:

Learning is enhanced through cooperation and as such you are encouraged to work in groups, ask for and give help freely in all appropriate settings. At the same time, as a matter of personal integrity, you should only represent your own work as yours. Any work that is submitted to be evaluated in this class should be an original piece of writing, presenting your ideas in your own words. Everything you borrow from books, articles, or web sites (including those in the syllabus) should be properly cited. Although you are encouraged to discuss your ideas with others (including your friends in the class), it is important that you do not share your writing (slides, MS Excel files, reports, etc.) with anyone. Using ideas, text and other intellectual property developed by someone else while claiming it is your original work is *plagiarism*. Copying from others or providing answers or information, written or oral, to others is *cheating*. Unauthorized help from another person or having someone else write one's paper or assignment is *collusion*. Cheating, plagiarism and collusion are serious offenses that could result in an F grade and disciplinary action. Please pay utmost attention to avoid such accusations.

Classroom Policies and Conduct:

Sabancı Executive MBA Program values participatory learning. Establishing the necessary social order for a participatory learning environment requires that we all:

- Come prepared to make helpful comments and ask questions that facilitate your own understanding and that of your classmates. This requires that you complete the assigned readings for each session before class starts.
- Listen to the person who has the floor.
- Join the class on time.

Course Schedule:

Week 1 (April 14, 2022 19:00-22:00)

Topic: Digital Transformation, Strategy and Approach.

Reading (Post-class): Digital Transformation Game Plan (Chapter 1-3)
How to Navigate the Ambiguity of a Digital Transformation

Week 2 (April 21, 2022 19:00-22:00)

Topic: Digital Maturity and Fluency Models.

Case: The Home Depot Inc.: A Digital Transformation for Customer Experience

Reading (Pre-class): Digital Transformation is not About Technology
Discovery-Driven Digital Transformation

Reading (Post-class): Digital Transformation Game Plan (Chapter 4-5)

Assignment-1 Due Date: April 27, 2022

Week 3 (April 28, 2022 19:00-22:00)

Topic:	Building a Responsive and Agile Organization.
Case:	When Digital Meets Lean: Digital Transformation at PFA
Reading (Pre-class)	3 Tactics to Accelerate a Digital Transformation 4 Lessons from Levi's' Digital Transformation
Reading (Post-class):	Digital Transformation Game Plan (Chapter 7-8)

Week 4 (May 5, 2022 19:00-22:00)

Topic:	Enabling Technologies (I). Data as a Strategic Asset. Artificial Intelligence and Machine Learning.
Case:	Digital Transformation in Vocento
Reading (Pre-class)	Building the AI-Powered Organization Collaborative Intelligence: Humans and AI are Joining Forces
Reading (Post-class):	Digital Transformation Game Plan (Chapter 9-10) Customer Experience in the Age of AI

Week 5 (May 12, 2022 19:00-22:00)

Topic:	Enabling Technologies (II). Technology Perspective for Business Leaders.
Case:	Tetra Pak: A Digitally Enabled Supply Chain as a Competitive Advantage
Reading (Post-class):	Digital Transformation Game Plan (Chapter 11-13)
Assignment-2 Due Date:	May 20, 2022

Week 6 (May 26, 2022 19:00-22:00)

Topic:	Platforms in Digital Economy. Business Models.
Case:	Platform Startups: Launching Online Marketplaces
Reading (Pre-class)	Digital Transformation Changes How Companies Create Value
Reading (Post-class):	Digital Transformation Game Plan (Chapter 14-15)
Assignment-3 Due Date:	June 1, 2022

Week 7 (June 2, 2022 19:00-22:00)

Topic:	Innovation Management. Leadership and Culture.
Reading (Pre-class):	Bring Your Breakthrough Ideas to Life Leading in the Age of Disruption: Five Critical Skills
Reading (Post-class):	Digital Transformation Game Plan (Final Reflection)
