Syllabus

DIGITAL STRATEGY -
DEVELOPING DIGITAL ORGANIZATIONS

Instructor:

Dr. Zsolt Szelecki (See last page for bio sketch)
Class meets (day and time): by default Wednesday 17.30, and occasionally Mondays
Classroom: t.b.c.
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Credits: (2.0 credits, 12 X 100 minutes sessions delivered in double classes)

Term: 2017-2018

Course level: [PhD or MA/MSc]

Prerequisites:

Basic knowledge of corporate business processes.
Computer literacy and basic office software skills are assumed, no other prerequisites.

Course description

The course aims to strengthen the capabilities of participants to use disruptive digital technologies to design innovative and viable business models, processes, services, products and strategies. See the interdisciplinary character of digital change, with complex relationships among the different sub-categories.

Each class follows a basic design structure as follows
1. Topic introduction, confronting participants' initial views (interactive groupwork)
2. Foundations: principles, models and theories related to the subject (presentation)
3. Practical perspective: case or guest speaker (case and discussion)
4. Own case: participant perspective of potential actions (individual contributions)
5. Conclusions and learning points (group discussion)
6. Home assignment – reading and questions to think through ahead of the next session

Class participation is a central part of this course and cutting classes will affect your grade as well as your own and other students' experience in the course.

Learning outcomes

Upon completion of this course, the student will be able to:

· Gain a better understanding of the reasons and directions digital business initiatives

· Formulate and justify an outlined digital organizational strategy – related to overall transformation

· Assess a corporate environment, applying several analytical techniques

· Calculate priorities and risks, and performs impact analysis

· Work in a team with participants from other cultures and industries

· Appreciate diversity of approaches, creative choices

· Select and employ technical tools for strategy analysis and support in business context

· Formulate a transformation and change approach, in the relevant business context

In addition, the student is also expected to have an improved set of soft skills in terms of positioning, argumentation and debating.

Reading list
Textbook: (optinal)The Digital Transformation Playbook: Rethink Your Business for the Digital Age (Columbia Business School Publishing
Specific articles to be read will be provided before each sessions (see detailed syllabus)
Overview link: http://www.imd.org/dbt/digital-business-transformation/

Assessment (Total 100 points)
Course requirements and their contribution to the final grade are:
- Final project paper 30 points

Team of 4-6 are to be formed at the first session. These team select an organization of their preference (familiarity, relevance, data availability) which they are going to analyze. In project team work they should evaluate their digital journey so far (past), assess their current level of maturity(present) and make recommendation for future strategies. Expected a ppt slide deck or doc format White Paper.
- Final project presentation 35 points

The short presentation of the above put project work. Limited to 15 minutes in duration. Expected to be delivered by the team, not a single presenter.
- Class participation 20 points (preps and activity)

Doing home assignments, actively participating by contributions and questions. Supporting fellow students.

- Team contribution 15 points (based on peer feedback)

Specific feedback form will be provided to reflect the team dynamics and contributions by each member.

Grades

At the end of the semester, students will earn a grade based on that semester's performance:
Grades Limits
A 94–100
A– 87–93
B+ 80–86
B 73–79
B– 66–72
C+ 60–65
F Below 60
In line with the CEU GSB grading policies the instructor reserves the right to adjust the scale, that is, to grade on a "curve", should he find that significantly more than the usual number of students would not pass the course under the indicated grading scale or should the distribution of the grades represent an unrealistic pattern.

Guest speakers

At least one guest practitioner is expected to present their practicsal approach, followed by Q&A session. Current list of speakers includes: Telenor, M Telekom, Diageo, Morgan Stanley, EON és ex EU Commissioner

Due to the Guest speakers' availability patterns, the course instructor maintains the right to change speakers or their sequence for practical reasons.

Course schedule and materials for each session

Week 1 Date/ Time Schedule

Sept 18 MVM, Telekom Olaf Giehl t.b.c. vagy Mizsei Szabolcs MVM

- ☐ Pre read :
  https://hbr.org/resources/pdfs/comm/microsoft/the_digital_transformation_of_business.pdf
  https://www-07.ibm.com/sg/manufacturing/pdf/manufacturing/Digital-transformation.pdf

Session 1 - Introduction to the course
- ☐ Introduction of the Instructors
- ☐ How the course will be conducted.
- ☐ Project work, required readings
- ☐ Personalization: what's in it for me?
- ☐ An Digital Strategy example Deutsche Telekom? or MVM
  http://m2m.telekom.com/?mlid=2337.14.1214123.2221b5dd4bbe2e711922eafd09ac231d...0.1
  500975423.1.1503567423
- ☐ Initial Reflections

Session 2 – Changing Organizational strategies, agility concepts
- ☐ Topic introduction, confronting participants' initial views (interactive groupwork)
- ☐ Foundations: TEAL model, Agility definitions in evolution
- ☐ Practical perspective: case or guest speaker (case and discussion) AMAZON case or guest speaker
- ☐ Own case: participant perspective of potential actions
- ☐ Conclusions and learning points
- ☐ Home assignment – reading and questions to think through ahead of the next session
  https://www.slideshare.net/oukearts/10-disruptive-business-models-thaesis-and-trendwatching/22-Loyal3SaveUp
  https://hbr.org/2015/12/what-is-disruptive-innovation

Sept 20 Microsoft, OTP, EON (Osvay Péter)

https://www.forbes.com/sites/gilpress/2017/04/27/5-top-technologies-for-digital-disruption/#719162124898
http://public.dhe.ibm.com/software/data/sw-library/analytics/predictive/

Session 3 – Innovations, disruptive business models
- ☐ Topic introduction, confronting participants' initial views (interactive groupwork)
- ☐ Foundations: Business Model Canvas, Lean Startup,
- ☐ Practical perspective: case or guest speaker (case and discussion) Uber/AirBandB/Metro Bank or MKB speaker, Vityi Péter?
- ☐ Own case: participant perspective of potential actions
- ☐ Conclusions and learning points
- ☐ Home assignment – reading and questions to think through ahead of the next session

Session 4 – Technology trends and org impact Big Data, Predictive analytics
- ☐ Topic introduction, confronting participants' initial views (interactive groupwork)
- ☐ Foundations: Disruptive technologies like big data, cloud, mobility, IoT, robotics, 3-D printing, artificial intelligence and many more will be explained and existing and future scenarios for practical application described. (presentation, course cross reference)
- ☐ Practical perspective: case or guest speaker (case and discussion) TrueChoice for Automotive client (Audi or Ford)
- ☐ Own case: participant perspective of potential actions
- ☐ Conclusions and learning points
- ☐ Home assignment – reading and questions to think through ahead of the next session
  http://www.iftf.org/uploads/media/SR-1382A_UPRI_future_work_skills_sm.pdf
  http://www.oxfordmartin.ox.ac.uk/downloads/academic/The_Future_of_Employment.pdf

Okt 9, Diageo, Microsoft?

- ☐ Pre read – reading and questions to think through ahead of the next session
  http://www.bmas.de/SharedDocs/Downloads/DE/PDF-Publikationen/arbeiten-4-0-green-paper.pdf?__blob=publicationFile

Session 5 – Personal Skills and Capabilities,
- ☐ Topic introduction, confronting participants' initial views (interactive groupwork)
- ☐ Foundations: The 6 basic skills model (presentation)
- ☐ Practical perspective: case or guest speaker (case and discussion) Hackathon at MOL or Telenor
- ☐ Own case: participant perspective of potential actions
- ☐ Conclusions and learning points

Session 6 - Organization – network of teams, agile working
- ☐ Topic introduction, confronting participants' initial views (interactive groupwork)
- ☐ Foundations: (presentation) Agile / Smart workers, Agile organization models, virtual teams
- ☐ Practical perspective: case or guest speaker (case and discussion) ONA at EON or Magyar Posta , Vicsek András?
- ☐ Own case: participant perspective of potential actions
- ☐ Conclusions and learning points
- ☐ Home assignment – reading and questions to think through ahead of the next session
  https://www2.deloitte.com/content/dam/Deloitte/fr/Documents/strategy/dup_strategy-not-technology-drives-digital-transformation.pdf

Oct 11 EON, ERSTE, MOL (Zdravka Demeter Bubalo)

- Pre-read – reading and questions to think through ahead of the next session
  http://downloads.bbc.co.uk/bbctrust/assets/files/pdf/review_report_research/vfm/dmi/pwc_dmi.pdf

Session 7 - Transformation frameworks and change practices, communication
- Topic introduction, confronting participants' initial views (interactive groupwork)
- Foundations: (presentation) Programmatic vs. emergent change? Technology enablers. Network science.
- Practical perspective: case or guest speaker (case and discussion) ERSTE, EON?
- Own case: participant perspective of potential actions
- Conclusions and learning points

Session 8 - Making it happen – digital management and leadership
- Topic introduction, confronting participants' initial views (interactive groupwork)
- Foundations: How different is digital leadership from classic leadership models and practices? (presentation), Virtual teams, tech apps in people management
- Practical perspective: case or guest speaker (case and discussion) MVM or Uber/ Deliveroo case
- Own case: participant perspective of potential actions
- Conclusions and learning points
- Home assignment – reading and questions to think through ahead of the next session
  https://hbr.org/2016/06/how-to-navigate-a-digital-transformation

Oct 18 Andor László, Szelecki György, Telenor guest speaker

□ Pre read: reading and questions to think through ahead of the next session
http://www.oracle.com/us/c-central/oracle-leadership-edge-digital-2276804.pdf
https://www.ft.com/content/88fdc58e-754f-11e6-b60a-de4532d5ea35

Session 9 - Governance, risk and mitigation – security via culture and behaviors
□ Topic introduction, confronting participants' initial views (interactive groupwork)
□ Foundations: (presentation) Systemic vs non-systemic risks, governance models, early warning mechanisms
□ Practical perspective: case or guest speaker (case and discussion) BBC case study
□ Own case: participant perspective of potential actions
□ Conclusions and learning points

Session 10 – Macro view with social, political and economic / regulatory prespectives
□ Project presentations by groups
□ Self-reflections and group feedback
□ Course content summary mind-maps
□ Peer feedback session (socres)
□ Conclusions and learning points and feed-forward session

Oct 25 guest jury panel members to be invited

  Pre read: http://www.imd.org/dbt/digital-business-transformation/

Session 11-12 - Final project presentation and course wrap-up
- Project presentations by groups
- Self-reflections and group feedback
- Course content summary mind-maps
- Peer feedback session (socres)
- Conclusions and learning points and feed-forward session
- Final comments and participant action commitments

BRIEF BIO OF THE INSTRUCTOR

Zsolt is a senior organizational and change consultant, facilitator. He has 25 years' experience in helping large, complex organizations to change, innovate and realize performance potential. Zsolt has hands-on experience in reorganizations, cultural and digital change initiatives globally. He has been consulting at large multinational organizations, institutions, NGOs and Fortune Top 500 businesses. Zsolt has experience as entrepreneur, corporate officer and independent consultant, and worked longer periods for AON Hewitt, PwC as regional partner.
He holds a Doctorate degree on EU political science. His education includes studies in Budapest, Edinburgh, London and Tokyo. Also he holds post-graduate title in Corporate Finance from INSEAD, cross cultural degree and PRINCE2 practitioner qualification for project and program management.