

CEU Business School



CENTRAL EUROPEAN UNIVERSITY

BUSI 5110 **Digital Transformation**

Elective course

(2 credits)

Fall Term

A1MBA/Business Analytics

Instructor:	Achilles Georgiu
Class meets (day and time):	see timetable for exact dates
Instructor's Office:	N13 307A
Office hours:	upon prior agreement
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Program Coordinator:	Zoi Hrisztodulakis (HrisztodulakisZ@business.ceu.edu) Anikó Juhász (juhasza@business.ceu.edu)

1. PREREQUISITES

None: computer literacy and basic office software skills are assumed.

2. REQUIRED TEXT AND READINGS

Recommended: The Essential CIO, Leading through Connections, The Customer-activated Enterprise

A Reading Pack (RP) for this course has been compiled by the instructor the slides used during the course are escorted with notes. Additional readings, papers and up-to-date articles will be provided as needed. All reading materials will be available on Moodle.

3. COURSE DESCRIPTION AND OBJECTIVES

The past ten years have brought a fundamental change in our lives, and the reason for the changes was technological development itself. In times of crisis and continuously changing environment there is an evidence need for creativity and innovation to stay in front of others. Technologies of the new era are surrounded by data and are changing the business and market dynamics. Technology now ranks as the number-one factor impacting organizations, it revolutionizing products, operations and business models. In this technology driven business environment competition may come from anywhere. The business boundaries have been blurred and a disruptive innovation may even take many

companies out of the game. There is no doubt that technology is re-shaping the business landscape but the main question is how and why now?

This course will be made up of interactive conceptual presentations and a workshop series with guests from all across the industries. The aim of this course is to give students business insights based on current and future technology trends and to raise the awareness of the audience around the rapid evolution of Technology by building up thoughts around ways how to adapt them in our everyday life.

The main objective of the course is to share practical knowledge and to help the audience understand the managerial and non-technical challenges in order to use the technology successfully. In order to achieve this, we will need to establish strong interactive sessions by bringing into the class real examples and field experiences.

4. MAIN TOPICS

- Technology and the Business Environment, Foundation Concepts
- Areas of IT management and its challenges, IT services, IT organisation
- Enterprise Innovation and the Digital Transformation
- Industry, development trends, business competitiveness due to Technology
- Using Technology as Innovation, Integration and Interconnection of business
- IT strategy, IT governance, IT sourcing and controlling

Schedule See at end

5. INTENDED LEARNING OUTCOMES

<i>Core Learning Area</i>	<i>Learning Outcome</i>
<i>Interpersonal Communication Skills</i>	Introduce students to the terminology of Digital Transformation. Improve ability to communicate and co-operate with technology managers and specialists. Demonstrate competence in effective writing and oral communication.
<i>Technology skills</i>	Get a close view to new technologies which will influence strategic business decision making now and in the future. Introduce students to the IT operational processes and the various standards in order to see the world of IT operations with a Service Oriented approach.
<i>Cultural Sensitivity and Diversity</i>	The course will refer to some national and cultural variations in business practices, and also will underline the need to understand the context in which technology is applied. Students will be familiar with the human oriented aspects of the digital invaders.
<i>Quantitative Reasoning</i>	Reasoning in relationship to a particular business plan is very important for managers: quantitative issues will be discussed in relation to Technology (TCO, ROI)
<i>Ethics and Social Responsibility</i>	The course will give an insight into the tasks and challenges of Technology Management and Innovation.
<i>Management Knowledge and Skills</i>	Gain basic knowledge and skills to recognize the contributions of technology to business needs situations/scenarios. Enabling students to discuss technology-related issues with both professionals and business. Have a clear understanding of the role of the Technology in enterprises.

6. POLICY ON THE AVAILABILITY OF LECTURE NOTES

Key slides will be available on Moodle after class.

7. POLICIES ON CLASS ATTENDANCE AND PARTICIPATION

Regular and punctual attendance at every class session is a requirement of all degree programs at CEU Business School. Each class covers material not found in the readings. Furthermore, participation in class discussions is an important part of the learning experience for all students as well as a factor in grading. If illness or another unusual circumstance requires missing a class, please do your best to inform the instructor (or the Academic Assistant) in advance. A grade of “AF” (Administrative Fail) may be assigned for failure to regularly attend a course, to drop the course in time, or to complete requirements on time.

Lateness will not be tolerated—it is disruptive and disrespectful to the class. Therefore, the requirement for punctuality is 100% and the consequences of disregarding this policy is after two latenesses, the course grade is reduced by 10 percent.

8. GRADING

The course grade will be based on a number of different evaluation elements.

- Class attendance and participation 40%
- Role play team negotiations 30%
- Minute papers 30% (*multiple-choice and/or short essays*)

The grading scale is as follows:

Grades		%
A	Outstanding	96-100
A-	Excellent	90-95
B+	Very good	85-89
B	Good	80-84
B-	Satisfactory	75-79
C+	Minimum Pass	60-74
F	Fail	0-59

The above table serves as a generic example of the scaling applied: in line with the CEU 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.

Class participation – 40%

40% of the grading points will be earned by a student for class participation.

Class activities include:

- Evidence of preparation,
- Contributions to class discussion,
- Bringing real life examples, based on own working experience,
- Short voluntary presentation/briefing on cases from own research (newspapers, web, etc.) in context with the topic of the particular or previous class

These points are necessarily subjective by nature. The instructor will do his best to be as fair as possible but this grading element is not open for discussions. If class attendance is below 60% for an individual, 0% is assigned to class participation.

Role play team negotiations – 30%

This element evaluates case related and practical skills acquired during the course. Students are placed in realistic management scenarios by participating in a role play situations where business managers and technology managers are negotiating business initiatives with the help of technology.

The Instructor's intention is to bring C-level people from the field in order to establish a real life situation within the classroom.

Minute papers - 30%

In the beginning of each session minute papers will be filled out by the students.

NOTE: you are expected to read the Reading Pack items for the designated lectures. Prior to each lecture, a Reading Pack item will be assigned for the next lecture. The answers to the questions always can be found on the previous presentations. If you miss a lecture, be sure to check this out. Thus the excuse 'I did not know about this' is not acceptable.

10. ACADEMIC INTEGRITY

All students must adhere to the principles of academic integrity in all work done for this class and for other classes. Attempted cheating in any form, including plagiarism, is extremely serious and can result in dismissal from the School and University.

11. INTERNET LIBRARY RESOURCES

See your Student Manual for details.

12. COURSE OUTLINE AND SESSION ASSIGNMENTS

Final topic structure is under finalization, session dates can be seen in the timetable.

13. BRIEF BIO OF THE INSTRUCTOR

Achilles Georgiu, director of the MSc in Technology Management and Innovation program, industrial director of the MSc in Business Analytics program and Adjunct Senior lecturer of various courses at the MBA programs at CEU Business School. Besides MSc degrees in Computer Sciences and Informatics Management, he has more than 18 years of international and multicultural experience from the field and ample knowledge of standard IT management and control frameworks with special focus on human motivation, team building and performance management. He worked for several international companies and is currently working at IBM as the Technology Services Leader.

No.	Topic and Activities	Reading for class session / Homework
1	Course Introduction “Homo informaticus”, What has changed in the last decade? How does everyday people are using technology? How has our mind reacted to that? Agenda, expectations, introduction of Technology Management and Innovation. High level introduction of Digital Transformation.	
2	IT Service Management How IT organizations should look like in small or large enterprises? What skills and resources are needed or not. We will talk about the different interaction levels between business and IT, what are the communication channels and the proper escalation lines. We will also discuss the Service Level Management what is the required involvement of business managers in the preparation of a Service Level Agreement. WHAT business can expect from a service and HOW it will get it.	Homework / Reading: itSMF - An Introductory Overview of ITIL® V3
3	Managing IT Trends & Emerging Technologies We will present the future of Technology evolution, learn how to get advantage of Cloud, Big Data, Internet of Things and the new technological developments, how organizations can effectively and efficiently anticipate, assess, introduce, and leverage them. What is Big Data, how can we use it in our everyday life? What is the big buzz around cloud? What is it with simple words? Are there any real risks? What exactly is the Internet of Things?	Guest: Norbert Sepp – Thought Leader at IBM
4	Chief Information Officer Role and challenges of the CIO, how can they help their organizations adapt to the accelerating change and complexity that mark today’s competitive and economic landscape. CIO’s mandates come with distinct characteristics that line up with the organization’s goals and strategy.	Guest: <i>Under Negotiations</i> Homework / Reading: The Essential CIO
5	CxO challenges, The Customer-activated Enterprise The future CEO is leading through connections and has identified Technology as the most important external force impacting their organizations. Customers and citizens expect to be treated as individuals, which means knowing what makes each of us “tick”: our values, beliefs, habits and quirks. That, in turn, requires much closer collaboration between organizations and the people they serve.	Guest: <i>Under Negotiations</i> Homework / Reading: Leading Through Connections The Customer-activated Enterprise
6	Intelligent use of Technology in the world How forward-thinking leaders in business, government and civil society around the world are capturing the potential of smarter systems to achieve economic growth, near-term efficiency, sustainable development and societal progress. Energy, Healthcare, Environment, education. Showing the growing importance of Information and Communication Technologies, social and environmental capital in profiling competitiveness.	Guest: <i>Under Negotiations</i>
7	Team negotiations Role play negotiations based on real life scenarios	Guests: C-level guests upon availability
8	Future of Technology Innovation What will influence our future in the following five years? What are those inventions that will change the world within five or ten years from now; similar to what has changed it during the last 10 years. Closing, Wrap Up, Lessons learned...	