

Syllabus: Digital Transformation Seminar
David Wagner, Ben Ellermann
Otto von Guericke University
Winter Term 2019/2020

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Module:
Seminar: Digital Transformation
Applicability of the module:
Compulsory elective module
Semester:
3.-6. semester
Module objectives and intended study results:
Students attending this course will obtain a fundamental understanding of what digital transformation is, the relevance it has in contemporary organizations and the building blocks associated with it. Activities for this course are varied, including readings, discussing state-of-the-art work, working on a case study, and running a design thinking workshop.
Contents:
November 8, 2019 (Day 1) <ul style="list-style-type: none">• Introduction• Course overview• Design thinking workshop
November 9, 2019 (Day 2) <ul style="list-style-type: none">• Immersion topics 1-3, including group presentations<ul style="list-style-type: none">○ Digital (transformation) strategy○ Business model innovation○ Digital platforms
November 22, 2019 (Day 3) <ul style="list-style-type: none">• Case Study
November 23, 2019 (Day 4) <ul style="list-style-type: none">• Immersion topics 4-6, including group presentations<ul style="list-style-type: none">○ Data & data analytics○ Digital labs & digital innovation○ Agile organizations• Wrap-up
References:
Course textbook:
Rogers, D. L. (2016). The Digital Transformation Playbook: Rethink Your Business for the Digital Age. Columbia University Press.
Immersion sessions:
Session 1: Digital (Transformation) Strategy
Core readings for presentation:

- Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital Business Strategy: Toward a Next Generation of Insights. *MIS Quarterly*, 37(2), 471–482.
- Rogers, D. L. (2016). *The Digital Transformation Playbook: Rethink Your Business for the Digital Age*. Columbia University Press. -> Chapter 1

Additional (complimentary) readings:

- Matt, C., Hess, T., Benlian, A., & Wiesbock, F. (2016). Options for Formulating a Digital Transformation Strategy. *MIS Quarterly Executive*, 15(2). Retrieved from <https://aisel.aisnet.org/misqe/vol15/iss2/6>
- Sebastian, I., Ross, J., Beath, C., Mocker, M., Moloney, K., & Fonstad, N. (2017). How Big Old Companies Navigate Digital Transformation. *MIS Quarterly Executive*, 16(3). Retrieved from <https://aisel.aisnet.org/misqe/vol16/iss3/6>

Session 2: Business Model Innovation

Core readings for presentation:

- Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. John Wiley & Sons. (see also: <https://www.strategyzer.com/>)
- Rogers, D. L. (2016). *The Digital Transformation Playbook: Rethink Your Business for the Digital Age*. Columbia University Press. -> Chapter 7

Additional (complimentary) readings:

- Arend, R. J. (2013). The business model: Present and future—beyond a skeumorph. *Strategic Organization*, 11(4): 390–402.
- Teece, D. J. (2017). Business models and dynamic capabilities. *Long Range Planning*. <https://doi.org/10.1016/j.lrp.2017.06.007>

Session 3: Digital Platforms

Core readings for presentation:

- Van Alstyne, M. W., Parker, G. G., & Choudary, S. P. (2016). Pipelines, platforms, and the new rules of strategy. *Harvard Business Review*, 94(4): 54–62.
- Rogers, D. L. (2016). *The Digital Transformation Playbook: Rethink Your Business for the Digital Age*. Columbia University Press. -> Chapter 3

Additional (complimentary) readings:

- Cusumano, M. A., Gawer, A., & Yoffie, D. B. (2019). *The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power*. HarperCollins.
- Parker, G. G., Alstyne, M. W. V., & Choudary, S. P. (2016). *Platform Revolution: How Networked Markets Are Transforming the Economy and How to Make Them Work for You*. W. W. Norton & Company.

Session 4: Data & Data Analytics

Core readings for presentation:

- DalleMule, L., & Davenport, T. H. (2017). What's your data strategy? *Harvard Business Review*, 95(3): 112–121.
- Rogers, D. L. (2016). *The Digital Transformation Playbook: Rethink Your Business for the Digital Age*. Columbia University Press. -> Chapter 4

Additional (complimentary) readings:

- George, G., Osinga, E. C., Lavie, D., & Scott, B. A. (2016). Big Data and Data Science Methods for Management Research. *Academy of Management Journal*, 59(5): 1493–1507.
- Liebowitz, J. (2013). *Big Data and Business Analytics*. CRC Press.

Session 5: Digital Labs, Digital Innovations and MVP Operations

Core readings for presentation:

- Rogers, D. L. (2016). The Digital Transformation Playbook: Rethink Your Business for the Digital Age. Columbia University Press. -> Chapter 5
- Gryszkiewicz, L., Lykourantzou, I., & Toivonen, T. (2017). Innovation labs: leveraging openness for radical innovation? Journal of Innovation Management, 4(4): 68–97.
- Innovation Labs: 10 Defining Features (SSIR). (2016). https://ssir.org/articles/entry/innovation_labs_10_defining_features

Additional (complimentary) readings:

- SyncDev: A Proven Methodology to Maximize Return on Risk. <http://www.syncdev.com/minimum-viable-product/>
- Ries, E. (2017). The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses.
- Das Digital:Lab Berlin - Digitale Transformation des Volkswagen Konzerns: <https://www.youtube.com/watch?v=GhPSIQFY6O0>

Session 6: Agile Organizations / Scrum

Core readings for presentation:

- Karabulut, A. T., & Ergun, E. (2018). A New Way of Management: A Scrum Management. International Journal of Commerce and Finance, 4(2), 108–117.
- Teece, D., Peteraf, M., & Leih, S. (2016). Dynamic Capabilities and Organizational Agility. California Management Review, 58(4): 13–35.

Additional (complimentary) readings:

- Pichler, R. (2010). Agile Product Management with Scrum: Creating Products that Customers Love.
- McCann, J., & Selsky, J. W. (2012). Mastering Turbulence: The Essential Capabilities of Agile and Resilient Individuals, Teams and Organizations. John Wiley & Sons.

Forms of instruction and credit hours:

Language of instruction:

English

Prerequisites for attending:

Successful completion of lecture International Corporate Strategy

Previous knowledge recommendations:

The contents of the International Corporate Strategy lecture

Work load and credits:

28 hours attendance time and 272 learning hours incl. exam(s) / 10 CP

Frequency

winter semester 2019/20

Assessments/Exams:

Seminar paper, oral presentation, active participation

Note:

A withdrawal of the exam registration is not possible for this module.

Responsible for the Module:

Chair of International Management