

DSO 551: DIGITAL TRANSFORMATION IN THE GLOBAL ENTERPRISE

Spring 2019

This course meets twice a week on Tu. & Th. 2:00 – 4:30 pm at JKP 204.

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COURSE DESCRIPTION AND OBJECTIVES
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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 (and “e-business” as it was originally named by IBM in 2000) 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 digital technologies.
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 applications 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.

COURSE MATERIALS

1. **Books:** MBA 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 (Course Pack):** The **case course pack** can be purchased online directly and downloaded in electronic form from Harvard Business School Publishing. (<https://hbsp.harvard.edu/import/595851>)

The **articles** are accessible (not the cases) for free through the USC libraries.
3. **Other Readings:** Articles from professional journals and trade press, and industry reports (to be made available on-line through BlackBoard class folder).
4. **Blackboard Course Folder:** ***There will be a session preparation guide with case questions posted for every session on Blackboard.*** Other than the course pack which needs to be purchased (see item 2. above), other readings will be posted on Blackboard 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 USC and IBEAR policies.

1. Class participation related to readings, case discussions, & deep dives	10 %
2. Industry Sector Focus Group contribution	7 %
3. Team Presentation & key recommendations for one case	15 %
4. 2 team written case assignments	13 %
5. Mid-Term Exam	25 %
6. Final Exam	<u>30 %</u>
	<u>100%</u>

CLASS PARTICIPATION

Your participation grade is based on quality and sincere efforts 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.

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. Laptops will please be closed during guest speaker presentations as offensive to senior executives who leave their offices to come and talk to you – to then have your laptop covers in their face!!

TEAM PRESENTATION & KEY RECOMMENDATIONS FOR ONE CASE

Each case discussed in the course will have its key recommendations presented in executive summary form after the case discussion by a 4 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.

TEAM WRITTEN CASE ASSIGNMENTS

Written analysis is required for 2 of these 6 cases as follows:

Write-up #1: Case 1, 2, or 3,

Write-up #2: Case 4, 5, or 6

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 (and any appendices attached). Please provide your case in soft copy (e.g., MS Word) unless you have a special circumstance. It is much faster and easier for me to write comments on the soft copy.

The written analysis is a team assignment (4 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.

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.

INDUSTRY SECTOR FOCUS GROUPS

We will divide the class into focus groups (6-7 people in each group) that will each address digital transformation in a selected industry sector (say financial services, energy, healthcare, manufacturing, transportation,...) and participants will each contribute with current business news, and we will also have a workshop-like discussion in weeks 6&7 with each group. Each participant will be required to provide one article for reading by the group that will be discussed in the workshop.

THE IMPORTANCE OF COURSE EVALUATIONS

The student course evaluations are valuable. This course is continuously improved, based on feedback from students and instructor observations.

<h2>STATEMENT ON ACADEMIC CONDUCT AND SUPPORT SYSTEMS</h2>

Academic Conduct:

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, “Behavior Violating University Standards” policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Students with Disabilities:

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs (www.usc.edu/disability). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me (or to your TA) as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.

Support Systems:

Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. <https://engemannshc.usc.edu/counseling/>

National Suicide Prevention Lifeline - 1-800-273-8255

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. <http://www.suicidepreventionlifeline.org>

Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender-based harm. <https://engemannshc.usc.edu/rsvp/>

Sexual Assault Resource Center

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: <http://sarc.usc.edu/>

Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086

Works with faculty, staff, visitors, applicants, and students around issues of protected class. <https://equity.usc.edu/>

Bias Assessment Response and Support

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. <https://studentaffairs.usc.edu/bias-assessment-response-support/>

USC Support & Advocacy – (213) 821-4710

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. <https://studentaffairs.usc.edu/ssa/>

Diversity at USC – <https://diversity.usc.edu/>

Tabs for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

USC Emergency Information

Provides safety and other updates, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible. emergency.usc.edu

USC Department of Public Safety – UPC: (213) 740-4321 – HSC: (323) 442-1000 – 24-hour emergency or to report a crime.

Provides overall safety to USC community. dps.usc.edu

COURSE OUTLINE AND ASSIGNMENTS

Class	Date	Cases and Key Events	Topics
DIGITAL TRANSFORMATION: INTRODUCTION & PLATFORM TRENDS			
1	Jan 8 Tuesday	Intro to Digital Transformation in the Global Enterprise	What is Digital Transformation?
LEVERAGING DIGITAL PLATFORMS FOR STRATEGIC VALUE: UNDERSTANDING THE EVOLUTION			
2	Jan 10 Thursday	Alibaba and the Future of Business (HBR, Zeng, Sept-Oct. 2018)	Digital Business Ecosystems
3	Jan 15 Tuesday	Case 1: Nintendo Game On! (Ivey 2016: W16600)	Multi-Sided Platform (MSP) Business
4	Jan 17 Thursday	Guest Speaker #1 Ashwin Rangan, CIO, ICAAN	Platform Economy;
5	Jan 22 Tuesday	Case 2: Voice War: Hey Google vs. Alexa vs. Siri (HBS 2018: 718519)	Digital Business Models
	Jan 24 Thursday	No Class	IBEAR Field Trip
6	Jan 29 Tuesday	Case 3: Hatsune Miku: Japanese virtual idol ignites global value co-creation (Ivey, 2015: W14631)	Value Co-Creation
7	Jan 31 Thursday	Mid-Term Exam	In-Class
8	Feb 5 Tuesday	Guest Speaker #2 Joel Manfredo, CIO & Consultant	Data Business Data Security
MANAGING DISRUPTIVE DIGITAL TECHNOLOGIES			
9	Feb 7 Thursday	Case 4: Carolina Healthcare System: Consumer Analytics (HBS 2015: 9-515-060)	Transformation enabled by Business Analytics
10	Feb 12 Tuesday	Guest Speaker #3 Sanjay Kucheria, CEO, Trinus	Machine Learning Management
11	Feb 14 Thursday	Case 5: Digitalization at Siemens (HBS 2017: 9-717-428)	The Internet of Things
12	Feb 19 Tuesday	Guest Speaker #4 Nick Vigil, EMC	AI & Human Intelligence, Cloud Computing
13	Feb 21 Thursday	Case 6: AccorHotels and the Digital Transformation: Enriching experiences through content strategies (INSEAD 2018, IN1251),	Social Media & Social Content Strategies
14	Will be scheduled outside the classroom	Focus group sessions (6-7 people per group) with instructor based on industry sectors to examine digital transformation & ramifications	Digital transformation in selected industry sectors
15	February 28 Thursday	Final Exam (Take home during the scheduled hours)	Grande Finale!