



COURSE SYLLABUS SUMMARY



Universidad de
los Andes
Colombia

School of
Management
Leadership for Life

international
summer
school **2022**

DIGITAL TECHNOLOGY AND BUSINESS STRATEGY

Ramiro Montealegre
University of Colorado



University of Colorado
Boulder

June 6 – June 17

Monday - Friday (6:00 pm – 9:00 pm)

ON-CAMPUS - PM

DESCRIPTION

The use and proliferation of digital technologies have created drastic shifts in the way in which organizations buy and sell goods and services, and integrate their supply chain and delivery systems. Digital technologies have also resulted in the fundamental transformations in the structure form, and governance of organizations. Today, information technology and networks represent the critical infrastructure on which corporations and the economy depend not only for the execution of operations, but also increasingly for the formulation of strategy and for competitive differentiation. Although some companies are very successful in discovering and cultivating innovative technology-enable business strategies, many fail in the process. Managers must learn to manage enterprises in a net-centric environment, exploit the enabling role of digital technologies in transforming business and work group and individual processes, and extract the maximum strategic and tactical advantage based on the use of information. Making fashionable investments without systematically analyzing needs and without understanding how to adopt these new technologies in accordance with their company's situation is irresponsible.

This course combines theories and frameworks with practical approaches to provide students with the skills required to help companies identify business opportunities, find appropriate information related technologies, and lead adoption efforts to success. Thus, it is not a technical course; rather, it addresses the question: why and how these new digital technologies should be leveraged to shape and support strategic and entrepreneurial initiatives in the global competitive landscape.

OBJECTIVES

In this course, students will learn what it means to be an information-based organization, and how digital technology-enabled processes to create and capture value for organizations. They will learn where digital technologies are going, where they fits into organizations, and how to govern them. Through case studies, research reports, hands-on exercises, and interactive discussions, participants will learn to:

- Align digital technologies with organizations' business goals, and communicate those goals
- Set business and technology priorities based on those goals
- Apply concepts, tools and techniques to design appropriate digital business models
- Evaluate digital transformation strategies of a business

METHODOLOGY

The course will be based on a series of conferences and case discussions. Case studies are based on actual company situations that give students examples of real management decision opportunities. At the same time, each case study illustrates a set of issues dealing with the uses and impacts of digital technologies. Classes will primarily be discussions of the case study assigned for that day, and the students are expected to have read, thought about, and prepared the case prior to class.

EVALUATION

Class Participation: 20%. Students are expected to attend every class and to participate in the class discussions. Class participation grades are based on two aspects: your attendance in every session and your contributions to the class discussions. Contributions to discussions will focus on the quality, not the quantity of the contribution; therefore, students who participate often will not necessarily receive a better grade than those who participate less often. One must recognize, however, that there is an art to quality participation that is only learned by trial and error. Therefore, students are encouraged to begin contributing to the discussions early in the course.

As the value of this course stems from class discussion and participation, your attendance at class sessions is critical to learning the material and to enhancing the discussions. Therefore, your participation grade will include your class attendance. If you are unable to attend a class, please let the instructor know prior to the class period. If you must miss a session, you may write and submit a THREE-page analysis of the issues discussed in the case and accompanying articles in order to avoid penalizing your participation grade. It is due by the beginning of the next class.

Short assignment: 20%. Throughout the course you should choose ONE case study. For that case, you should write and submit a ONE-page analysis of the issues discussed in the case. The purpose of the assignment is threefold: (1) help you in preparing for each session, (2) improve your initial class

participation, and (3) provide an opportunity to monitor and grade your day-to-day efforts and progress. Your one-page analysis should provide a “think piece” that demonstrates deep analysis and thought. Please do NOT summarize the facts of the case. Instead: (a) identify one or two problems or opportunities described in the case; (b) analyze why the problem or opportunity exist; (c) what advice would you give to solve the problem/advantage; and (d) identify what are the trade-offs of your own advice. This one-page assignment is due at the beginning of the class period in which the case is discussed.

Teamwork: 30%. Each student is required to participate in a work team. Each team will be assigned to facilitate a case or present an article from the course program.

Exam: 30%. On the day that session 10 is scheduled, I will post a final exam case study and questions on the course website at 0:01 am (Bogota time). You will have all day to answer these questions. You must submit your answers on the same day before 23:59 (Bogota time) by uploading your document to the course website.

The evaluation system can be subject to changes.

Language: English

PRE-REQUISITES

None

Given the uncertainty related to Covid-19, the time schedule and delivery mode of the courses can be subject to changes according to government and institutional regulations.