

# Digital Transformation

EM4LEM48A

## Semester

A

## Discipline

Information systems management

## Contact hours

27 H

## Number of spots

45

## Open to visitors

Yes

## Language



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## List of lecturers

Lecturer(s)	Email	Contact hours - lecture
Roberto MAFFUCCI	<a href="mailto:roberto_maffucci@hotmail.com">roberto_maffucci@hotmail.com</a>	27 h

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## **Pedagogical contribution of the course to the program**

No educational contribution associated with this course for this program.

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### **Description**

Upskill the Attendees with a strategic and multifunctional perspective on Digital Transformation and Digital Technologies and equip them with methods and tools to maximize value-creation in their respective future organizations through a pragmatic approach encompassing modern trends and real-life use cases.

Learning objectives

Understand the essence of a Digital Transformation and its interconnections to the Enterprise Strategy and be equipped to lead successful Digital Transformations in their own organization.

For students willing to start with a job position in the Digital Technologies function, this program will accelerate their career into managerial roles, as they will acquire the skills and the perspective to use the strategic lenses – and not only the technical ones – of Digital Technologies.

For students willing to start their career in a different function than Digital Technologies, this program will put them in the best position to work effectively with their colleagues and partners from the Digital teams, equip them to maximize the value from the Digital Transformations they will drive, and provide them with the perspective required to elevate Digital Technologies to a strategic asset.

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### **Teaching methods**

#### **Face-to-face**

- Lectures

#### **In group**

- Oral presentations  
- Case studies/texts

#### **Interaction**

- Discussions/debates

#### **Others**

No items in this list have been checked.

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## Learning objectives

### Cognitive domain

Upon completion of this course, students should be able to

- - (level 1) acquire the skills and the perspective to use the strategic lenses – and not only the technical ones - of Digital Technologies
  - - (level 2) clarify the essence of a Digital Transformation and its interconnections to the Enterprise Strategy
  - - (level 3) exercise to lead successful Digital Transformations in their own organization
  - - (level 3) provide students with the perspective required to elevate Digital Technologies to a strategic asset
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### Affective domain

Upon completion of this course, students should be able to

**None affective domain have been associated with this course yet**

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## Outline

Part 1. What a Digital Transformation is and its interconnections to the Enterprise and Digital Strategies

- Digital Transformations: why they are essential in the Corporate World
- Interconnections between Digital Transformation, Digital Strategy and Enterprise Strategy
- Relevance to build a strategy
- Ownership of the strategies
- How to build a strategy, and how to execute it
- Management of projects, programs, portfolios
- One vs. (too) many strategies: the appropriate trade-off
- Value creation
- A path to success: stake-holders management and communication
- Pitfalls to avoid

Part 2. How to Make Digital Transformation and Digital Meaningful in your Organization

- What Digital is and what Digital is not
- Ownership of Digital and of Digital Technologies
- Digital and the structure of your organization
- Reporting Lines of Digital Technologies organizations
- How to fund Digital Technologies' activities
- How to make decisions around Digital and have an effective Governance
- Make or buy decisions: infrastructure, and partnership

Part 3. How to make sense of Digital Technologies and avoid pitfalls from hype and buzzwords when crafting a Digital Transformation

- Data & Analytics
- Security
- AI and ML
- ChatGPT
- ERP
- Digital Commerce & Marketing
- Blockchain
- Agile vs. Waterfall methodology
- Industry 4.0

- Trending concepts
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## **No prerequisite has been provided**

### Knowledge in / Key concepts to master

No prerequisite has been provided.

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## **Teaching material**

### Mandatory tools for the course

- Computer

### Documents in all formats

- Case studies/texts
- Syllabus

### Moodle platform

No items in this list have been checked.

### Software

- Pack Office (Word, Excel, PowerPoint, Access)

### Additional electronic platforms

No items in this list have been checked.

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## **Recommended reading**

Main reading material

Books

- "Machine, Platform, Crowd: Harnessing Our Digital Future", by Andrew McAfee & Erik Brynjolfsson (2017)
- "HBR's 10 Must Reads on Leading Digital Transformation", Harvard Business Review Press, Michael Porter et al. (2021)
- "Strategy in the Digital Age: Mastering Digital Transformation", by Michael Lenox (2023)

Magazines

- Harvard Business Review

Consulting Companies' websites

- <https://www.mckinsey.com/>

- <https://www.bain.com/>
  - <https://www.bcg.com/>
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#### Additional literature

No reading material has been provided.

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### **EM Research: Be sure to mobilize at least one resource**

Textbooks, case studies, translated material, etc. can be entered

No reading material has been provided.

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## **Assessment**

### **List of assessment methods**

#### **Intermediate assessment / continuous assessment 1** Other (date, pop quiz, etc.) : contrôle surprise

Written and oral / Individual / English / Weight : 40 %

This evaluation is used to measure ILO2.3-BAI, ILO4.1-BAI, ILO4.2-BAI, ILO4.4-BAI, ILO1.1-BAI, ILO1.2-BAI, ILO1.3-BAI

#### **Final evaluation** Exam week

Written and oral / Group / English / Weight : 60 %

This evaluation is used to measure ILO2.2-BAI, ILO2.3-BAI, ILO4.1-BAI, ILO4.2-BAI, ILO4.4-BAI, ILO1.1-BAI, ILO1.2-BAI, ILO1.3-BAI