

Management
Course Number: 22:620:695
Course Title: Strategic Management for Digital Transformation

COURSE DESCRIPTION

In today's environment of digital disruption and globalization, firms must quickly innovate and adapt strategies to maintain competitive advantage. This course provides a set of analytical and practical tools for formulating and implementing strategies that result in superior firm performance and long-term competitive advantage in online and digital markets. The course also provides a framework to help students design and implement a digital transformation plan for firms that are looking to enter new digital businesses or transition existing businesses to the digital marketplace.

COURSE MATERIALS

Cases

This class will be primarily based on in-class case discussions. The casepack is available for purchase through Harvard Business School Press (HBSP):

Casepack link: <https://hbsp.harvard.edu/import/>

Class Website

Class slides and communication will happen through the class Canvas page (<https://canvas.rutgers.edu>)

If you are officially registered for the course, then you will have access to the website based on your

Rutgers ID and password. I will be using Canvas to send out class announcements. So if you usually use a NON-Rutgers email account (e.g., gmail, yahoo, your employer), then please make sure to forward your email from your Rutgers account to the email account you actually use. The instructions for setting this up are listed (several paragraphs down)

LEARNING GOALS AND OBJECTIVES

- This course is designed to help students develop skills and knowledge in the following area(s):

- *Business knowledge:*

1. Learn to analyze competitive advantage and competitive environments.
 2. Understand the conditions under which strategic shifts are more likely to succeed.
 3. Better understand how to implement new strategies and manage the change process.
- *Persuasive communication:*
 1. Learn to frame arguments effectively and analyze other people's assumptions to be more convincing.
 2. Understand how to support arguments with evidence and logic.

- Students who complete this course will demonstrate the following:

- Business Knowledge:
 1. Identify tradeoffs in strategic plans, and formulate plans to exploit/mitigate strengths/weaknesses.
 2. Proficiency at analyzing and interpreting numerical data to resolve practical business problems.
- Persuasive communication:
 1. Ability to construct and deliver clear, concise, and convincing oral business communication.

- Students develop these skills and knowledge through the following course activities and assignments:

Case discussions, group presentations and role playing exercises.

PREREQUISITES

Prior experience analyzing cases will be helpful for this class. Familiarity with basic financial accounting terms and information is also required.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, "On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment." I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don't let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

ATTENDANCE AND PREPARATION POLICY

- Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/>. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 6 days of your first absence.
 - For weather emergencies, consult the campus home page. If the campus is open, class will be held.
 - Expect me to arrive on time for each class session. I expect the same of you.
 - Expect me to remain for the entirety of each class session. I expect the same of you.
 - Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared. The minimum expectation is that for each 3 hour class session, you have prepared by studying for at least twice as many hours.
 - Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.
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CLASSROOM CONDUCT

All classroom participants should treat each other with respect. This means that you should be polite when engaging in debates, and minimize any disruptions during class. Using cell phones or laptops to email/message during class time is a distraction to all participants, so please refrain from doing so.

I do not prohibit electronics (i.e., laptops), but please refrain from having them out in class unless you are taking notes or referring to the case or your own notes.

EXAM DATES AND POLICIES

There are no exams in this course:

GRADING POLICY

Course grades are determined as follows:

Participation	40%
Team Presentation	20%
Final Paper	40%

1. *Class Participation*

An important course requirement is active involvement in class discussion. Your participation is essential—for both your own learning and that of other students. Because the class is a case-based course, much of the learning will take place in our collective discussion of the business cases.

The best class comments:

- Make or raise issues that are relevant to the current focus of the class
- Show curiosity and a willingness to experiment
- Use data or examples to support conclusions
- Take into consideration the ideas offered by others
- Offer support for arguments
- Help others feel safe about participating

It is essential that you participate often enough so that I can assess the quality of your thinking. Once you pass a certain quantity threshold, your participation grade hinges solely on quality.

2. *Team Presentation*

Teams will choose an industry (e.g., finance, healthcare, retail, etc.) and identify successful and failed digital transformations. A short presentation will be made by each team during the last session ().

3. *Final Paper*

Each student should pick a company, and propose a digital transformation plan for a specific product or service. There is a 2500 word limit, including all exhibits. While providing some details is necessary, you should emphasize analysis over description. Do not use cases covered in this course or other courses at Rutgers Business School. You are welcome to make use of industry contacts.

COURSE SCHEDULE

Week 1 [] Digital Transformation and Competitive Advantage

Case: The New York Times Paywall

Assignment Questions:

1. Is the Paywall working?
2. How would you evaluate the current Paywall compared with the two prior ones? Do you think it is appropriately designed compared with the Financial Times or the Wall Street Journal?
3. Why are newspapers in trouble? What is the goal of The Times in creating the Paywall?
4. Should The Times actively manage its transition from print to digital?
5. Does the paywall seem like a good strategy for newspapers in general?

Week 2 [| Digital Transformation and Competitive Dynamics

Case: The Walt Disney Company: If you give a mouse a focus

Assignment Questions:

1. How successful has Disney been in digital markets? Why have some efforts succeeded, while others have not?
2. What should Disney's strategy be in competing with Netflix, Apple, Amazon, Facebook and other digital businesses?

Week 3 [| Digital Transformation and Corporate Scope

Case: 2U: Higher Education Rewired

Assignment Questions:

1. What are the advantages to universities in building their own digital learning platform? Why might they instead partner with a firm like 2U?
2. What are the operational challenges universities might face when moving to online delivery?
3. Given universities' perspectives, what strategy should 2U pursue as it thinks about its future as an online program management (OPM) company?

Week 4 [| Digital Transformation and Organizational Change

Case: Digitalization at Siemens

Assignment Questions:

1. What is the vision for the future of the industrial internet (Internet of Things/Industry 4.0)? What new business models does it support? What changes is it leading to in your businesses?

2. Does it make sense for Siemens to pursue the “Digitalization” initiative as part of Vision 2020?
3. How do you evaluate Siemens approach to digitalization? Is it likely to be more or less effective than the comparable effort at GE?
4. More generally, and given you experiences, when do corporate level initiatives like this work? Not work? When is it appropriate for a company to launch a “corporate initiative?”

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention

and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu>.

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of **physical health** services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of **legal** services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to **English as a second language (ESL)** should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]