ABM_S5MSI351_MFT_2023
DIGITAL TRANSFORMATION AND NEW MANAGEMENT PRACTICES

Number of ECTS credits : 3
Course language : English
Course leader : HACHE Thibault
Speakers : SAMUEL Mark

☰ COURSE DESCRIPTION

This course comprises three major themes:

Theme 1: Digitalization

Across various industries, organizations that adopt digitalization are those that use digital technologies to revamp their business models, redefine value creation and create new revenue streams, systematically moving into the digital business.

Theme 2: Organizational Transformation in the Digital Age

With the evolution of the digital age, new business opportunities are presenting themselves to organizations that aim to improve their performance, deliver new products/services to existing and new markets and cut cost, basically capturing value from new innovations and gaining competitive advantage, the reason for which companies are increasingly becoming 'digital'. Yet digital transformation does not come without challenges. Identifying and adopting technologies then integrating them in digital strategies is a complex process. The organizational structure reflects also a challenge for the managers and other individuals who are part of this transition. Data flow is another complex facet of transformations as they need to be collected, stored, and processed using state-of-the-art tools to take favorable decisions accordingly amid digital transformation making use of agile methodologies.

Theme 3: Managerial and societal implications

Organizations that are digitally transformed embark on a change roadmap in terms of ways of working. In this sense, the organization adopts a digital culture by means of people and processes among others. Within their own organizational context, managers learn to appreciate digital resources and capabilities, managing technical roles and innovations for creating competitive advantage and assist in developing competitive strategies. Teams must work more efficiently and in competence synergy to sustain their digital skills. Motivation of individuals within an organization is another crucial aspect in digital transformations. Managers have to deal with resistance to change by highlighting the goals and global benefits of such transformations on the organization as well as the people working within. Recruitment is also to be taken into account in this respect as identifying digital resources amid heightened competition is a complex task and responsibility upon corporate managers.

☰ COURSE OBJECTIVES

The objective of this course is to highlight the importance of digitalization and digital transformations in a dynamic and ever-changing business environment. This will help student identify the major opportunities and challenges that are part of digital transformations an learn how to manage change amid digital transformations on organizational and individual levels. It will also equip the student with a knowledgebase for understanding and appreciating more specialized courses in this regard.

☰ LEARNING OBJECTIVES

C4B learning goal	LG1 - Analysis
C4B learning objective	LO2 - Analyse complex situations
Outcomes	Lev. 2 - Formulate hypotheses to understand a complex situation, in a structured way, by mobilizing disciplinary frameworks if necessary

C4B learning goal	LG2 - Action
C4B learning objective	LO4 - Make proposals, take initiatives
Outcomes	Lev. 2 - Construct unexpected proposals with high responsiveness

C4B learning goal	LG5 - Cooperation
C4B learning objective	LO14 - Work effectively in a team
Outcomes	Lev. 2 - Contribute to the development of a collective production

☰ TACKLED CONCEPTS

Disruptive technologies, digital age, organizational transformation, motivation, change, process automation, learning organization, competitive advantage, knowledge management

☰ LEARNING METHODS

Course slides, tool development, and practical in-class exercises on Excel and PPT

☰ EXPECTED WORK AND EVALUATION

- Group Project: Digital transformation plan (50%)
- Individual assignment (50%)

☰ BIBLIOGRAPHY

TBD

☰ EVALUATION METHODS