1 online session: Assignment due Sep. 10, 11:55 pm.

6 face-to-face sessions on:
Saturdays  Sep. 17, Oct. 1 and 15  8 am – 5 pm
Digital Innovation and Strategic Transformation  
ISTM 665.25  

Fall 2016 – Session A

Day/Class time, 1 online session, 6 face-to-face sessions on Saturdays as follows  
Section 665.25:  
Online Session: Sep. 3 – 10, Deliverable due Sep. 10, 11:55 pm  
Face-to-face, West LA campus: Sep. 17, Oct. 1 and 15  8 am – 5 pm

Professor’s Name: Nelson Granados  
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Online Office hours: By appointment. 
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Course Description

In this new digital age, firms must increasingly turn their attention to the technological developments that shape their business strategy and competitive position. Digital distribution, cloud computing, social media, and mobile technologies are transforming the way businesses operate in many industries. At the same time, managers must be alert to the external forces that shape their IT innovations. The increasing complexity for firms to compete in this dynamic environment offers opportunities, but it also comes with significant risks. In this course, students will develop a deep understanding of these strategic issues surrounding IT innovation, and how they shape IT investment decisions. In addition, it examines ways in which IS managers can employ leading practices to use digital technologies to implement a business strategy.

Student Learning Outcomes

1. Understand how contemporary technological advances are shaping industries and competition, and the implications for digital business. 
2. Design digital business strategies, by using existing frameworks and methods to link IT strategy, digital assets, and business strategy.
3. Manage the processes of IT-enabled and digital innovation that result in new business opportunities and efficiencies.

**Assessment and Grading**

Student performance in the course will be assessed as follows:

- Face-to-face class participation (3 Saturdays) 18%
- Assignments 12%
- Final exam (Oct. 10) 25%
- Quizzes 20%
- Digital Strategy Project 25%


**Face-to-face Class Participation**

*Attendance on all face-to-face classes is mandatory. A student who misses one full 8-hour session will be automatically withdrawn from the class.*

The scheduled Saturdays are our only chance to meet face-to-face, so I will be closely watching how prepared, involved, and engaged you are in the class. I will be looking for the quality of your participation, which will depend on how well prepared you are based on material from the current or previous sessions. There are other ways to participate. For example, you can contribute material that may be relevant for discussion.

**Online Participation and Assignment (due Sep. 10, 11:55pm)**

*If you miss a deadline for an online assignment, the grade will be zero. If you anticipate in advance that you will miss a deadline, please contact me as soon as possible.*

There will be one online session with an assignment due Sep. 10. Deliverables will have strict deadlines so that the learning process is continuous, and so that other students learn from your contributions. Please go to the course site on [https://courses.pepperdine.edu](https://courses.pepperdine.edu) and click on the “Assignments” menu item on the left to see deliverables and deadlines for the online session.

**Final Exam**

There will be a final exam on the last face-to-face day (in-class or take-home, to be decided).

**Quizzes**

There will be two quizzes throughout the course, one on the first Saturday and another in the second Saturday.
Digital Strategy Project

As a team, you will pick one organization and propose a Digital Strategy, using the lessons, concepts, and frameworks covered in the course. The organization can be:

1) A business that sells digital products (for example, a firm that sells a mobile app, or a Hollywood studio).
2) A firm that sells a product that is not completely digital but has digital components (for example, an auto manufacturer).
3) A firm that sells non-digital products but that has important digital processes or services that affect the customer's experience.

When: The proposal will be presented during the last face-to-face class on Saturday, Oct. 15.

What: The presentation should not exceed 20 minutes in content and it should include:

1) Firm and industry description. If it is a well-known industry, highlight what will matter for your proposal.
2) Current state of Digital Business Strategy. Is it non-existent? Does it exist (notice most firms will have elements of it, but often not explicit or incomplete? Describe.
3) Proposed Digital Strategy.
   a. Product
   b. Information
   c. Customer experience
   d. Platform

How: You should assume that you are presenting to the CEO of the firm and his/her executives. The audience will all provide input (live or online) about your proposed strategy. Input provided by the students will be part of the participation for this session.

Your presentation should be in Powerpoint, and rather than a separate document, please “Add notes” at the bottom of each slide where you expand on the content of the slides. Notice you should have AT LEAST 6 six slides for 1, 2, and 3a, 3b, 3c, and 3d above.

Grading criteria:

1) Presentation: Today, presenting a compelling proposal is key to advance in your careers. I will be evaluating both the quality of the content and the quality of the presentation.
2) Depth of analysis: It is only with careful thought that you will be able to formulate a compelling strategy. As a team, this will happen through in-depth brainstorming and exploration of the organization, the industry, technological issues, and others.
3) Application of lessons: One of the main objectives is that you apply what you learn in class. By design, this project will compel you to do so, but still try to be deliberate in the application of the frameworks and other material in class.
Course Schedule

To access readings, go to the course site > Assignments or under “Resources”. The Shih reading and the Book Publishing article can be purchased via www.study.net (see instructions on pg. 8). The Domino’s Pizza article can be purchased from www.globalens.com (see instructions below).

Session 1 (Online): IT Platform

a. Managing digital assets and digital platforms.
b. Social media platforms.
c. Cloud-based platforms.
d. Digital ecosystems.

Assigned Readings:

❖ Digital Ecosystems:


Case Study: Domino’s Pizza: Leveraging a Technology Platform. (2013). Case 1-429-327. William Davidson Institute, University of Michigan. (Available at www.globalens.com, see instructions below.)

INSTRUCTIONS TO PURCHASE THE DOMINO'S PIZZA CASE STUDY

1) Go to the following site: http://www.globalens.com/login.aspx?bk=mc1
2) Register as a Non-educator
3) Search Product: Search for "Dominos"
4) Once the case appears, "Add to Cart"
5) Click on "My Account" > "My Cart"
6) Proceed to pay, it should be $3.95.

Session 2 (Sep. 17 Morning): Digital Strategy

a. The impact of IT on the competitive landscape
b. The need for a digital strategy

Assigned Readings:

❖ This syllabus
❖ Kane et al. (2015) "Is Your Business Ready For a Digital Future?" MIT Sloan Management Review

Session 3 (Sep. 17 Afternoon): Digital Technologies and the Value Chain

a. IT-enabled new channels and markets
b. IT and the value chain

c. The threat of disintermediation

Assigned Readings:


Available in [www.study.net](http://www.study.net) (see pg. 8)

**Session 4 (Oct. 1 Morning): Product Innovation**

a. IT-enabled product innovation

Assigned Readings:


Case Study: Case Study: Disruptive Innovation in Higher Education (click on the link below).

**Session 5 (Oct. 1 Afternoon): Information and Customer Experience**

a. Information strategy
b. Digital services

Assigned Readings:


Case Study: Domino’s Pizza: Leveraging a Technology Platform. (2013). Case 1-429-327. William Davidson Institute, University of Michigan. (Available at [www.globalens.com](http://www.globalens.com), see pg. 5)

**Session 6 (Oct. 15 Morning): Wrap-up and Final Exam**

**Session 7 (Oct. 15 Afternoon): Presentations and Conclusions**

Digital Business Strategy Project 20 min. presentations by teams and wrap-up.
Conduct

This course may require electronic submission of essays, papers, or other written projects through the plagiarism detection service Turnitin (http://www.turnitin.com). Turnitin is an online plagiarism detection service that conducts textual similarity reviews of submitted papers. When papers are submitted to Turnitin, the service will retain a copy of the submitted work in the Turnitin database for the sole purpose of detecting plagiarism in future submitted works. Students retain copyright on their original course work. The use of Turnitin is subject to the Terms of Use agreement posted on the Turnitin.com website. You may request, in writing, to not have your papers submitted through Turnitin. If you choose to opt-out of the Turnitin submission process, you will need to provide additional research documentation and attach additional materials (to be clarified by the instructor) to help the instructor assess the originality of your work.

The University expects from all of its students and employees the highest standard of moral and ethical behavior in harmony with its Christian philosophy and purposes. Engaging in or promoting conduct or lifestyles inconsistent with traditional Christian values is not acceptable.

The following regulations apply to any person, graduate or undergraduate, who is enrolled as a Pepperdine University student. These rules are not to be interpreted as all-inclusive as to situations in which discipline will be invoked. They are illustrative, and the University reserves the right to take disciplinary action in appropriate circumstances not set out in this catalog. It is understood that each student who enrolls at Pepperdine University will assume the responsibilities involved by adhering to the regulations of the University. Students are expected to respect order, morality, personal honor, and the rights and property of others at all times. Examples of improper conduct for which students are subject to discipline are as follows:

- Dishonesty in any form, including plagiarism, illegal copying of software, and knowingly furnishing false information to the University.
- Forgery, alteration, or misuse of University documents, records, or identification.
- Failure to comply with written or verbal directives of duly authorized University officials who are acting in the performance of assigned duties.
- Interference with the academic or administrative process of the University or any approved activity.
- Otherwise unprotected behavior that disrupts the classroom environment.
- Theft or damage to property.
- Violation of civil or criminal codes of local, state, or federal governments.
- Unauthorized use of or entry into University facilities.
- Violation of any stated policies or regulations governing student relationships to the University.

Disciplinary action may involve, but is not limited to, one or a combination of the alternatives listed below:

- **Dismissal** – separation of the student from the University on a permanent basis.
- **Suspension** – separation of the student from the University for a specified length of time.
- **Probation** – status of the student indicating that the relationship with the University is tenuous and that the student’s records will be reviewed periodically to determine suitability to remain enrolled. Specific limitations to and restrictions of the student’s privileges may accompany probation.”

**Policy on Disabilities**

*Assistance for Students with Disabilities*
The Disability Services Office (DSO) offers a variety of services and accommodations to students with disabilities based on appropriate documentation, nature of disability, and academic need. In order to initiate services, students should meet with the Director of the DSO at the beginning of the semester to discuss reasonable accommodation. If a student does not request accommodation or provide documentation, the faculty member is under no obligation to provide accommodations. You may contact the Director of Disability Services at (310) 506-6500. For further information, visit the DSO Web site at: http://www.pepperdine.edu/disabilityservices/.

Study:Net

Student Instructions to Access Course Materials

Welcome. If you have any questions regarding the use of Study.Net, please contact us at:

e-mail .................................................. customerservice@study.net
telephone (Toll-Free) ..................................... (888) 462-0660
telephone (outside USA) ................................. (954) 462-0660

To access your course materials, please follow the steps below:

   a) If this is your first time using Study.Net, register as a student to obtain a login and password. There is a link for student registration on the Study.Net home page. After registration, select your school and course to get started.
   b) If you have already registered as a Study.Net user, login and click on “My Courses”. After the page refreshes, click on the link to purchase or access new course material, then select your course.

2. To purchase course materials, complete the billing and shipping information and print a receipt for your personal records after your transaction has been processed.

3. To access any prepaid course materials, enter the “course password” when requested and complete the material purchase process.

4. To order a printed version of your online course materials, select this option during the order process. Make sure that your shipping address is correct. All printed TEXTPAK orders are processed within 48 hours and shipped by USPS Priority Mail for delivery 2-3 days later.

5. Many of the materials distributed by Study.Net are stored in a PDF file format and protected with a “digital rights management” application that utilizes Adobe's eBook Reader. To view any protected PDF files you must use version 6.0.1 or higher of Adobe Acrobat Reader. For best results, we highly recommend using to Version 7.0 if this is possible. Adobe's eBook Reader must also be activated on your computer to view pdf eBook files. With Adobe Acrobat Version 7.0, this process is automatic. With older versions of Acrobat, activation instructions will appear automatically on your computer screen, after logging in.

6. After selecting a material to view, the material will be downloaded to a new browser window that will appear on your computer screen. If you are unable to view a file or activate your eBook Reader because of firewalls or corporate proxy limitations, please contact Study.Net Customer Service. (customerservice@study.net).