

Proposal for New Course		
Course Number	:	MB532
Course Name	:	Digital Business Strategy, Models and Transformations
Credits	:	2-0-0-2 (L-T-P-C) ¹
Prerequisites	:	None
Intended for	:	MBA
Distribution	:	Compulsory
Semester	:	Even

Preamble

This course aims to introduce students to the intricacies of digital transformation, which is set to revolutionize business processes to initiate new opportunities. Digital transformation is not only about technological advancements but also on business model changes that embed technology at the core of the business. This requires a well-designed business strategy and business model that can drive the transformation. The digital strategy started with a technology focus along with the people who delivered them with sole emphasis on technology to a stage of the seamless merger of people, technology, and business. The major focus is during and after this transformation how the organization can be sustainable, scalable, and successful. This course will enable the students to understand clearly the concepts of digital strategy, digital models, and their evolution that adapts to the constantly evolving organizations. This helps them learn how to continuously deploy, manage and evolve their digital capability to lead the business in the right direction. Further, the students will understand the intricacies of digital business through various challenges, bottlenecks, and transformative aspects of digital transformation.

Objective

¹ L= Lectures per week, T=Tutorials per week – P = Practical/Lab session per week – C = Credits for course

On completion of this course, the student should be able to:

- learn what is digital business and how it is being realized.
- Study how digital transformation affects any industry and enterprise
- Understand the business model
- Learning the concepts and applicability of the digital strategy
- Develop the required analytical skills to implement the digital strategy
- Learn to become a digital leader

Course Modules with Quantitative lecture hours		
Module 1	Reimagining Business	(4)
Digital business transformation, Digitization vs. Digitalization, Digital Optimization an digital business transformation, Automation to autonomous systems, , the Domains of Digital Transformation and Barriers; Dimensions of digital business-Scale, scope and speed of digitalization.		
Module 2	Reimagining Business model and Business processes	(8)
Business model concepts and their Importance, Understanding Platforms and their ecosystem, Types of Platforms- one sided to N-sided, Platform Business Models, Change Management for Digital Business, Technical architecture for digital strategy, Building Blocks of Business Model, Business Model Canvas.		
Module 3	Reimagining Digital Strategy	(8)
Strategy for Digital Transformation and their types, Digital KPI and Digital Revenue; Digital Platform strategy, business and IT Architecture, Digital Matrix, Phases of transformation.		
Module 4	Strategy Development and Implementation	(6)
Understanding Digital disruption, Response to digital disruption using Business models, Adaptive vs. disruptive models, digital adoption and adaptation, Building Digital Business Technology Platform, Implementation methods and future scope.		
Module 5	Future Digital Business	(2)
Elements of future digital business, Digital Transformation Risks, Digital Leadership		

Lab Exercises (If applicable):
Nil.

Textbooks:	
1.	
2.	
Reference Book:	
1	V. Venkatraman, The Digital Matrix. Penguin Random House India Pvt. Ltd., 2017
2	S. Gupta, Driving Digital Strategy, Harvard Business Review Press, 2018
3	Nitin Seth, Winning In The Digital Age - Seven Building Blocks of a Successful Digital Transformation, Penguin Random House India Private Limited, 2021.
4	Peter Weill, Stephanie Woerner, What's Your Digital Business Model?: Six Questions to Help You Build the Next-Generation Enterprise, HBR Press, 2018
5	G. O'Brien, G. Xiao, and M. Mason, Digital transformation Game Plan, Shroff Publishers & Distributors, Delhi, 2022.
6	A. Bock and G. George, The Business Model Book, Pearson, 2019
7	T. Saldanha, Why Digital Transformations Fail: The Surprise Disciplines of How to Take Off and Stay Ahead, Berrett-Koehler Publishers, Inc. 2019.
8	Anshuman Khare, Brian Stewart & Rod Schatz, Phantom Ex Machina – Digital Disruption’s Role in Business Model Transformation. Springer International Publishing Switzerland, 2017
9	George Westerman and Didier Bonnet, Leading Digital: Turning Technology into Business Transformation, Harvard Business Review Press, 2014
10	R. Wang, Disrupting Digital Business: Create an Authentic Experience in the Peer-to-Peer Economy, Harvard Business Review Press, 2015.
11	Thomas Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction, Rosetta Books, 2019.
12	HBR's 10 Must Reads on Leading Digital Transformation, Harvard Business Review, 2021.
13	V. Sambamurthy, Guiding the Digital transformation of Organization, Legerity Digital Press, 2012
14	D.L. Rogers, The Digital Transformation Playbook, Columbia University Press, 2016.
Articles and Cases:	
1	Gartner Publications/Reports
	Ross et al., Digitized ≠ Digital, MIT Sloan Management Review, 2017
	Ross et al. Digital Success requires Breaking Old Rules, , MIT Sloan Management Review, 2019

	Bharadwaj et al. Digital Business Strategy: Toward a Next Generation of Insights, MIS Quarterly Executive, June 2013
2	The essential components of Digital Transformation, Tomas Chamorro Premuzic, HBR, Nov 23, 2021
3	Digital Transformation Changes How Companies create Value, Marshall W. Van Alstyne and Geoffrey G Parker, HBR, Dec 17, 2021
4	4 lessons from Levi's Digital Transformation, Harmit Singh, HBR, Feb 2022.
5	Digital Transformation is not about Technology, Behnam Tabrizi; Ed Lam; Kirk Girard; Vernon Irvin; Kirk Gerard, HBR, Mar. 2019.
	Sia et al., How DBS Bank Pursued a Digital Strategy, MIS Quarterly Executive, June 2016
6	Ross et al. Designing Digital Organization, Research Report, MIT Sloan School of Management, 2016, CISR WP No. 406.
7	AccorHotel's digital transformation: A response to hospitality disruptor Airbnb
8	How Does Digital Transformation Happen? The Master card Case. (Case No. IN1463-PDF-ENG)
9	Digital India – Technology to transform a Connected nation, Mckinsey report, 2019
10	Digital Transformation 2.0 CEO Elie Girard at Atos (Case No. 421024-PDF-ENG)
11	Digital Transformation at La Presse (A): Crafting a New Digital Strategy
12	
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