Online Research Seminar Syllabus

1. Overview

<table>
<tr><td>Title</td><td colspan="3">Unlocking the New Potential of Data for Digital Transformation</td></tr>
<tr><td>Mode</td><td colspan="3">Online lectures and mentor sessions</td></tr>
<tr><td>Hours</td><td colspan="3">4*2 hours lecture +2*2 hours research workshop+ 1*2 hours final presentation session+ 6*1.5 hours mentor sessions (conducted by mentor)</td></tr>
<tr><td>Targeted Students</td><td colspan="3">Students interested in business strategy and the impact of modern digital technologies on traditional business models</td></tr>
<tr><td rowspan="4">Prerequisites</td><td rowspan="2">High School Students</td><td>Required course/Knowledge</td><td>Familiarity with economics</td></tr>
<tr><td>Recommended Materials for preparing for the course</td><td>Competing in Digital Ecosystems
The Strategic Value of APIs
(H01SW3-PDF-ENG)

Are you using APIs for Competitive Advantage?
(H0203R-PDF-ENG)

Corporate Alliances Matter Less Thanks to APIs
(H024G7-PDF-ENG)

How Legacy Businesses can Compete in the Sharing Economy
(SMR813-PDF-ENG)

Learning from China’s Digital Disruptors
(Online article to be procured from MIT Sloan Management Review)</td></tr>
<tr><td rowspan="2">College Students</td><td>Required course/Knowledge</td><td>Familiarity with business models and economics</td></tr>
<tr><td>Recommended Materials for preparing for the course</td><td>See above</td></tr>
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2. Program Introduction and Objectives

Course Description	This 7-week online research program focuses on helping students understand how firms can engage in digital transformation. The program would familiarize students with new business concepts based on my own research on digital ecosystems and platforms and would help students understand how exemplary legacy companies are already transforming themselves with the help of new digital technologies. The skills learned by the students would help them better equip themselves for management jobs in the Corporate World. This course is for students seeking to gain knowledge modern day business models such as digital platforms. The course is also designed to expose students about how the role of data is changing in corporations and the latest techniques businesses are using

	to unlock the value of data through novel digital strategies. The theoretical objective for students is to learn frameworks for digital strategy and digital platforms while the practical objective is to prepare students for work in business. In the end of the program, students would develop a digital transformation plan for a chosen traditional business (such a bank, an insurance company, a large brick and mortar retailer or a manufacturing company) and present their plan in an oral presentation and a written report in the form of a power point presentation.
Software/Tools (if any)	None

3. Program Schedule

Week		Lecture	Mentor Session (lab/case study, etc.)	Assignment	Reading Materials
1	Topic	What is new about Data?		What is new about data? What are network effects? Pick an example (that is not already covered in class) and explain how they work. Provide two of your own examples of sensors in traditional products (examples not already covered in class).	
	Detail	This session will introduce how sensors, IoT and AI are revolutionizing the use of data/ the session will also introduce the inner working of digital platforms	After the session the mentor will clarify concepts and answer students' questions. Mentor will also assess the responses to the assignment questions. Mentor will also keep tab on class participation and grade the assignments. The content/concepts will be available to the mentor as the mentor too will be attending the class. In addition, the Professor will brief the mentor on how to assess the responses to the questions.		
2	Topic	Strategy in Digital Ecosystems		Strategy in Digital Ecosystems What are digital ecosystems? What are the differences between production and consumption ecosystems?	Competing in Digital Ecosystems The Strategic Value of APIs (H01SW3-PDF-ENG) Are you using APIs for Competitive Advantage? (H0203R-PDF-ENG) Corporate Alliances Matter Less Thanks to APIs (H024G7-PDF-ENG)
	Detail	What is a digital ecosystem? How are digital ecosystems different from conventional industries? What are the fundamentals of a digital ecosystem strategy?	After the session the mentor will clarify concepts and answer students' questions. Mentor will also assess the responses to the assignment questions. Mentor will also keep tab on class participation and grade the assignments.		
3	Topic	How can Product Businesses Compete as Digital Platforms?		How can product businesses compete as digital	How Legacy Businesses can Compete in the Sharing
	Detail	When and how can products	After the session the mentor will clarify concepts and		

		become platforms? How do products compete as platforms?	answer students' questions. Mentor will also assess the responses to the assignment questions. Mentor will also keep tab on class participation and grade the assignments.	platforms? Can you find an example of a product extended into a digital platform? (an example not already covered in class). What is the difference between a "Full tethered digital platform" and an "Enabled digital platform"?	Economy (SMR813-PDF-ENG)
4	Topic	Understanding digital disruption & A Roadmap for Digital Transformation		Understanding digital disruption and a road map for digital transformation Who are digital competitors? Can you provide two examples (that are not covered in class)? How would you describe digital disruption?	Learning from China's Digital Disruptors (Online article to be procured from MIT Sloan Management Review)
	Detail	Why do firms get disrupted? What were the core drivers of disruption in traditional industries? What are the new drivers of disruption within digital ecosystems? How do you recognize the signs of digital disruption? How do you act to prevent being disrupted? How do you choose among different strategic options in digital ecosystems?	After the session the mentor will clarify concepts and answer students' questions. Mentor will also assess the responses to the assignment questions. Mentor will also keep tab on class participation and grade the assignments.		
5	Topic	Research Workshop		Project Phase-1 Milestone	
	Detail	Each group will pick a traditional (non-digital) business (some examples – Nike, Starbucks or Haier etc.) and develop a digital transformation plan for that business based on the concepts covered in the previous classes. The group will present its plan through Power Point slides. In	Mentor will help the groups select a project topic and answer any questions the students may have.		

		this week, students will present the first cut of the Power Point presentation. The Professor will discuss this draft with you and suggest how to proceed forward.			
6	Topic	Research Workshop		Project Phase-2 Milestone	
	Detail	Presenting the second cut of the Power Point Presentation. The Professor will provide further feedback and make suggestions for further work.	Mentor will help students further refine the project presentation based on feedback from the instructor		
7	Final Oral Presentation and Written Reporting				

4. Problem Sets/Written Assignments/Quizzes

Total Number of Assignments	4 times
Submission Deadline	7 Days after class
Mentor needs to review and grade assignment	
A standard answer will be provided	

5. Final Oral and Written Project

Students are encouraged to work in groups of 3 or 4. All groups require delineation of team member responsibilities as to ensure substantially equal and fair division of effort in the class.

Project will be assigned in week 3, and students shall make and declare teaming arrangements by week 4 (2 hours before lecture 4). Project assignment will include detailed phase-1 and phase-2 week-long milestones. Project assignment will also include presentation guideline, which will be discussed in week 3. Students will present their phase-1 results in week 5, phase-2 results in week 6, and overall summary of the project in week 7. Presentations in week 5, 6, and 7 will be in accordance to the presentation guideline provided in week 3. Presentations in weeks 5, 6, and 7 will be due 10 hours before the class (to ensure that students have sufficient time to rest). In week 7, teams will also need to submit final written abstract of their project. Additionally, each student will be required to submit a paragraph of key lessons learned in the 7-week study program including the group project.

Templates for Projects

1. Choose a traditional firm in any industry (e.g. sports shoes, retail, auto etc.) and develop a plan for its digital transformation
2. Choose a traditional firm in the banking industry and develop a plan for how it can blend its' value chains into a digital platform and compete with the digital natives (such as Alibaba and Tencent)
3. Choose a startup in any industry and develop a business model for it to compete in a digital ecosystem

Students are required to meet the following objectives before attending the session in Week 5:
- Prepare their phase-1 results

Students are required to meet the following objectives before attending the session in Week 6:
- Prepare their phase-2 results

5.1 Final Oral Presentation

- Oral Project Theme: The project will involve developing a digital transformation plan for a chosen traditional business (such a bank, an insurance company, a large brick and mortar retailer or a manufacturing company). Details will be provided by Class 3.
- Oral Project Requirements: Students are required to produce a PowerPoint presentation in weeks 5, 6, and 7, to discuss their progress and final report. Presentation template will be provided in week 3, as stated above. Additionally, each student will be required to submit a paragraph of key lessons learned in the 7-week study program including the group project. Stay within time limits, be clear, answer questions convincingly, and follow the structure of the project presentation. Students will be provided with a presentation template (in week 3) and guidance for delivering effective presentations.

5.2 Will you require a written final report as well?

- Written Project Requirements: Final report will be in a Power Point Presentation that covers the business plan for the selected project. The presentation may have up to 15 slides to cover a 15-20 minute presentation.

6. Suggested Future Research Fields/Direction/Topics

The broad field is Digital Strategy. Specific topics may include "Challenges in Digital Transformation", "How Value chains can also operate as Digital Platforms" or "How is Digital Strategy different from Traditional Strategy".

7. Instructor Introduction

Instructor Title: Professor of Management Education, University College London School of Management
Instructor Bio: Richard Pettinger is Professor of Management Education at University College London (UCL). He has worked at UCL for over 30 years. He continues to teach foundations and practices of management, project management, leadership and organisational behaviour. His present area of investigation is in developing syllabus based work on the relationships between society, technology, behaviour and business; and on business as a social infrastructure. This is in turn reflecting the seismic shifts in society, business practice and organisational activities and effectiveness as the result of the present pandemic and its effects on society, activities and business development. To date Richard has published over 50 books and numerous articles on all aspects of management and leadership. He delivers at least one conference keynote speech a year. He continues to work in many different parts of the world, including Cyprus, South Africa, Singapore, Hong Kong, Spain, Italy, Poland, France, Germany and Romania.

