

# Syllabus

## 1. Programme information

1.1. Institution	THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
1.2. Faculty	Business Administration in Foreign Languages
1.3. Departments	Department of Business Administration in foreign languages (UNESCO chair)
1.4. Field of study	Business Administration
1.5. Cycle of studies	Master Studies
1.6. Education type	Full-time
1.7. Study programme	Digital business and innovation
1.8. Language of study	English
1.9. Academic year	2021-2022

## 2. Information on the discipline

2.1. Name	<b>Enterprise transformations in the digital economy</b>								
2.2. Code	<b>21.0295IF1.2-0001</b>								
2.3. Year of study	<b>1</b>	2.4. Semester	<b>2</b>	2.5. Type of assessment	<b>Exam</b>	2.6. Status of the discipline	<b>O</b>	2.7. Number of ECTS credits	<b>6</b>
2.8. Leaders	C(C)	<b>lect.univ.dr. CHINIE M ALEXANDRA CĂTĂLINA</b>					catalina.chinie@fabiz.ase.ro		
	C(C)	<b>Asociat dr. BELLINI FRANCESCO</b>							
	S(S)	<b>Asociat dr. BELLINI FRANCESCO</b>							
	S(S)	<b>cadrul did. asoc. DIACONESCU GABRIEL RAZVAN</b>					gabriel.r.diaconescu@fabiz.ase.ro		

## 3. Estimated Total Time

3.1. Number of weeks	14.00		
3.2. Number of hours per week	2.00	of which	
		C(C)	1.00
		S(S)	1.00
3.3. Total hours from curriculum	28.00	of which	
		C(C)	14.00
		S(S)	14.00
3.4. Total hours of study per semester (ECTS*25)	150.00		
3.5. Total hours of individual study	122.00		
<i>Distribution of time for individual study</i>			
Study by the textbook, lecture notes, bibliography and student's own notes	50.00		
Additional documentation in the library, on specialized online platforms and in the field	50.00		
Preparation of seminars, labs, assignments, portfolios and essays	17.00		
Tutorials	1.00		
Examinations	3.00		
Other activities	1.00		

#### 4. Prerequisites

4.1. of curriculum	Basic knowledge of:  The digital environment  Strategic management
4.2. of competences	- Interpretation of relations between the company and the business environment it activates in  - Using adequate methods for problem analysis

#### 5. Conditions

for the C(C)	The lectures will be held in a room equipped with teaching multimedia and connected to the internet.
for the S(S)	The lectures will be held in a room equipped with teaching multimedia and connected to the internet.

#### 6. Acquired specific competences

PREFESSIOAL	C1	
PREFESSIOAL	C3	

#### 7. Objectives of the discipline

7.1. General objective	The course aims to raise the awareness regarding the disruptive nature of technological developments and develop the skills required to drive the transformation within enterprises, in order to respond to market changes in the digital economy.
7.2. Specific objectives	Developing knowledge of new technologies that shape the business environment  Developing knowledge of new market trends in the digital economy  Developing knowledge on how to establish the transformation strategy of the company  Developing the capacity to identify ways to achieve new competitive advantage in the digital economy  Developing knowledge of areas of the organization that can be transformed through new technology

#### 8. Contents

8.1. C(C)	Teaching/Work methods	Recommendations for students

1	<p>The digital economy</p> <p>Presentation of the following concepts related to the digital economy:</p> <ul style="list-style-type: none"> <li>• Data, information and knowledge</li> <li>• The value of information</li> <li>• Big data and data economy</li> <li>• Characteristics of Big Data</li> <li>• Big Data and Open Data Models</li> <li>• Platform businesses</li> <li>• Comparison between traditional businesses and digital businesses</li> </ul>	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini &amp; D'Ascenzo (2021) – Chapter 1</p> <p>Sabatier, J. V. (2018) Basic Economic Models for the Digital Economy, IESE Business School, Harvard Business Publishing</p> <p>Van Alstyne, Marshall W., Parker, Geoffrey G. &amp; Sangeet Paul C. (2016) Pipelines, Platforms, and the New Rules of Strategy, Harvard Business Review, online at <a href="https://hbr.org/2016/04/pipelines-platforms-and-the-new-rules-of-strategy">https://hbr.org/2016/04/pipelines-platforms-and-the-new-rules-of-strategy</a></p> <p>Additional readings: Laudon &amp; Laudon (2017) – Chapter 5, pg. 191-217</p> <p>Lawson, J. (2021) In the Digital Economy, your software is your competitive advantage, Harvard Business Review</p> <p>Xiaoming, Z. et al. (2016) Business Trends in the Digital Era: Evolution of Theories and Applications, Springer</p>
2	<p>Drivers for Digital Transformation</p> <p>Presentation of the following drivers for Digital Transformation:</p> <ul style="list-style-type: none"> <li>• Analogic era vs digital era</li> <li>• Moore's Law and future of computing</li> <li>• Nano-technologies and quantum computing</li> <li>• ISO-OSI Model</li> <li>• Internet</li> <li>• Transmission media</li> <li>• Communication infrastructure</li> </ul>	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini &amp; D'Ascenzo (2021) – Chapter 2 (27-30, 36-38), Chapter 3</p> <p>Additional readings: Laudon &amp; Laudon (2017) – Chapter 5, pg. 191-217</p> <p>Lawson, J. (2021) In the Digital Economy, your software is your competitive advantage, Harvard Business Review</p>
3	<p>Cloud Computing</p> <p>Presentation of Cloud Computing technology and application</p>	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini &amp; D'Ascenzo (2021) – Chapter 4</p>
4	<p>Digital ledger technologies &amp; Immersive technologies</p> <p>Presentation of the following concepts:</p> <ul style="list-style-type: none"> <li>• Blockchain</li> <li>• Internet of Things</li> <li>• Immersive Technologies (AR, VR, 360-degree videos)</li> </ul>	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini &amp; D'Ascenzo (2021) – Chapters 6 &amp; 7</p>
5	<p>Artificial Intelligence &amp; IoT. Cyberphysical Systems and Smart Production</p> <ul style="list-style-type: none"> <li>• Artificial Intelligence</li> <li>• The Internet of Things</li> <li>• (IoE) Internet of Everything</li> <li>• Internet of Robotic Things (IoRT)</li> <li>• Consumer Internet of Things (CIoT)</li> <li>• Industrial Internet of Things</li> <li>• Fields of application of IoT</li> <li>• Smart Factory and Cyber-Physical Systems</li> </ul>	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini &amp; D'Ascenzo (2021) – Chapters 8 &amp; 9</p>
6	<p>Digital Transformation &amp; Smart City Development. Smart Transportation</p> <ul style="list-style-type: none"> <li>• Smart Cities</li> <li>• Digital Technologies for Smart Cities</li> <li>• Smart Transport</li> </ul>	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini &amp; D'Ascenzo (2021) – Chapters 10 &amp; 11</p>

7	<p>Digital Transformation Strategy</p> <p>Presentation of the fundamental domains of business strategy that can drive digital transformation.</p>	<p>Presentation, open discussions, case studies</p>	<p>Mandatory readings:</p> <p>Sunil Gupta, Driving Digital Strategy: A Guide to Reimagining Your Business (2018), Harvard Business Review</p> <p>David L. Rogers, The Digital Transformation Playbook: Rethink Your Business for the Digital Age (2016), Columbia Business School Publishing</p> <p>Additional readings:</p> <p>Amar, J., Jacobson, R., Kleinstein, B., Shi, A. (2020) Redefine the omnichannel approach: Focus on what truly matters, McKinsey, online at <a href="https://www.mckinsey.com/business-functions/operations/our-insights/define-the-omnichannel-approach-focus-on-what-truly-matters">https://www.mckinsey.com/business-functions/operations/our-insights/define-the-omnichannel-approach-focus-on-what-truly-matters</a></p> <p>Bughin, J. &amp; van Zeebroeck, N. (2017) The Best Response to Digital Disruption, online at <a href="https://sloanreview.mit.edu/article/the-right-response-to-digital-disruption/">https://sloanreview.mit.edu/article/the-right-response-to-digital-disruption/</a></p> <p>Frankiewicz, B. &amp; Chamorro-Premuzic, T. (2020) Digital Transformation Is About Talent, Not Technology, Harvard Business Review, online at <a href="https://hbr.org/2020/05/digital-transformation-is-about-talent-not-technology">https://hbr.org/2020/05/digital-transformation-is-about-talent-not-technology</a></p>
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### ***Bibliography***

- Francesco Bellini & Fabrizio D'Ascenzo, Digital transformation and data management, Pacini Editore, 2021
- Sunil Gupta, Driving Digital Strategy: A Guide to Reimagining Your Business, Harvard Business Review, 2018
- David L. Rogers, The Digital Transformation Playbook: Rethink Your Business for the Digital Age , Columbia Business School Publishing, 2016
- Kenneth C. Laudon & Jane P. Laudon , Management information systems: managing the digital firm, Harlow : Pearson , 2012
- David Wiraeus & James Creelman, Agile Strategy Management in the Digital Age: How Dynamic Balanced Scorecards Transform Decision Making, Speed and Effectiveness, Springer, 2019
- Sabatier, J. V., Basic Economic Models for the Digital Economy, IESE Business School, Harvard Business Publishing, 2018
- Van Alstyne, Marshall W., Parker, Geoffrey G. & Sangeet Paul C., Pipelines, Platforms, and the New Rules of Strategy, Harvard Business Review, 2016

8.2. S(S)		Teaching/Work methods	Recommendations for students
1	Digital transformation in various industries Discussing about the various digitization forms in different industries: financial services, healthcare, production, public services.	Presentation, open discussions, case studies	
2	The digital transformation of The New York Times – Case Study	Discussing the content of the case studies	The New York Times is Winning at Digital, Howard Tiersky, online at <a href="https://www.from.digital/insights/new-york-times-is-winning-digital">https://www.from.digital/insights/new-york-times-is-winning-digital</a>
3	Digital Transformation to Best Bank in the World – Case Study	Discussing the content of the case studies	DBS: Digital Transformation to Best Bank in the World, Annie Koh, Robin Speculand, Adina Wong, Harvard Business Publishing, 2020
4	Lemonade: Delighting Insurance Customers with AI and Behavioural Economics – Case Study	Discussing the content of the case studies	Lemonade: Delighting Insurance Customers with AI and Behavioural Economics - A Disruptive InsurTech Business Model for Outstanding Customer Experience and Cost-Effective Service Excellence, Wolfgang Ulaga, Ziv Carmon, Laura Heely, Harvard Business Publishing, 2020
5	How Does Digital Transformation Happen? The Mastercard Case	Discussing the content of the case studies	How Does Digital Transformation Happen? The Mastercard Case, Antoine Duvauchelle, Nathan Furr, Andrew Shipilov, Harvard Business Publishing, 2018
6	Combining various business models to boost growth Discussing the cases of companies that have adopted digital business models. Introducing the hybrid model Examples of: Amazon, Apple, Daimler, General Electric, Accor	Discussing the content of the case studies	
7	Preparing the digital strategy Using Miro, students will map out the industry challenges, revenue structure and future necessary actions for their selected project industries.	Collaborative exercises	
<b>Bibliography</b> - Francesco Bellini & Fabrizio D'Ascenzo, Digital transformation and data management, Pacini Editore, 2021			

## 9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme

The course content was correlated with local and international business requirements during various professional meetings and debates where the Lecturer took part.

## 10. Assessment

Type of activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. C(C)	Attending the exam	Granted point	10.00
10.2. S(S)	Progressive evaluation	Project - 30 p, active participation - 10 p	40.00

10.3. Final assessment	Correctly answering the exam questions	Online exam on the Zoom platform or oral/written exam on campus, in physical format	50.00
10.4. Modality of grading	Whole notes 1-10		
10.5. Minimum standard of performance	Obtaining a grade of 5.		

Date of listing,  
04/02/2023

Signature of the discipline leaders,

Date of approval in the  
department

Signature of the Department Director,