

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	2023-2024

2. Information on the discipline

2.1. Name	Enterprise transformations in the digital economy								
2.2. Code	23.0295IF1.2-0001								
2.3. Year of study	1	2.4. Semester	2	2.5. Type of assessment	Exam	2.6. Status of the discipline	O	2.7. Number of ECTS credits	6
2.8. Leaders	C(C)	conf.univ.dr. CHINIE M ALEXANDRA CĂTĂLINA				catalina.chinie@fabiz.ase.ro			
	S(S)	Asociat dr. BELLINI FRANCESCO							

3. Estimated Total Time

3.1. Number of weeks	14.00
3.2. Number of hours per week	3.00 of which
	S(S) 1.00
	C(C) 2.00
3.3. Total hours from curriculum	42.00 of which
	S(S) 14.00
	C(C) 28.00
3.4. Total hours of study per semester (ECTS*25)	150.00
3.5. Total hours of individual study	108.00
<i>Distribution of time for individual study</i>	
Study by the textbook, lecture notes, bibliography and student's own notes	40.00
Additional documentation in the library, on specialized online platforms and in the field	30.00
Preparation of seminars, labs, assignments, portfolios and essays	30.00
Tutorials	3.00
Examinations	3.00
Other activities	2.00

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

6. Acquired specific competences

PREFESSONAL	C1	
PREFESSONAL	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. Additionally, the course aims at familiarizing students with online collaborative work and UX concepts.
7.2. Specific objectives	<ul style="list-style-type: none"> 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 Developing and prototyping new digital products or services Becoming familiar with online collaborative and prototyping platforms Becoming familiar with low-code platforms

8. Contents

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

1	<p>The digital economy - part 1</p> <p>Presentation of the following concepts related to the digital economy:</p> <ul style="list-style-type: none"> • Data, information and knowledge • The value of information • Big data and data economy • Characteristics of Big Data • Big Data and Open Data Models 	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini & D'Ascenzo (2021) – Chapter 1 Sabatier, J. V. (2018) Basic Economic Models for the Digital Economy, IESE Business School, Harvard Business Publishing Van Alstyne, Marshall W., Parker, Geoffrey G. & Sangeet Paul C. (2016) Pipelines, Platforms, and the New Rules of Strategy, Harvard Business Review, online at https://hbr.org/2016/04/pipelines-platforms-and-the-new-rules-of-strategy Additional readings: Laudon & Laudon (2017) – Chapter 5, pg. 191-217 Lawson, J. (2021) In the Digital Economy, your software is your competitive advantage, Harvard Business Review Xiaoming, Z. et al. (2016) Business Trends in the Digital Era: Evolution of Theories and Applications, Springer</p>
2	<p>The digital economy - part 2</p> <p>Presentation of the following concepts related to the digital economy:</p> <ul style="list-style-type: none"> • Platform businesses • Comparison between traditional businesses and digital businesses 	Presentation, open discussions, case studies	<p>Mandatory reading Bellini & D'Ascenzo (2021) – Chapter 1 Sabatier, J. V. (2018) Basic Economic Models for the Digital Economy, IESE Business School, Harvard Business Publishing Van Alstyne, Marshall W., Parker, Geoffrey G. & Sangeet Paul C. (2016) Pipelines, Platforms, and the New Rules of Strategy, Harvard Business Review, online at https://hbr.org/2016/04/pipelines-platforms-and-the-new-rules-of-strategy Additional readings Laudon & Laudon (2017) – Chapter 5, pg. 191-217 Lawson, J. (2021) In the Digital Economy, your software is your competitive advantage, Harvard Business Review Xiaoming, Z. et al. (2016) Business Trends in the Digital Era: Evolution of Theories and Applications, Springer</p>

3	<p>Drivers for Digital Transformation</p> <p>Presentation of the following drivers for Digital Transformation:</p> <ul style="list-style-type: none"> • Analogic era vs digital era • Moore's Law and future of computing • Nano-technologies and quantum computing • ISO-OSI Model • Internet • Transmission media • Communication infrastructure 	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini & D'Ascenzo (2021) – Chapter 2 (27-30, 36-38), Chapter 3</p> <p>Additional readings: Laudon & 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>
4	<p>Cloud Computing</p> <p>Presentation of Cloud Computing technology and application</p>	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini & D'Ascenzo (2021) – Chapter 4</p>
5	<p>Digital ledger technologies & Immersive technologies</p> <p>Presentation of the following concepts:</p> <ul style="list-style-type: none"> • Blockchain • Internet of Things 	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini & D'Ascenzo (2021) – Chapter 6</p>
6	<p>Immersive technologies:</p> <ul style="list-style-type: none"> • AR, • VR, • 360-degree videos • Mixed reality • Extended reality • Immersive technologies application 	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini & D'Ascenzo (2021) – Chapter 7</p>
7	<p>Artificial Intelligence & IoT</p> <ul style="list-style-type: none"> • Artificial Intelligence • The Internet of Things • (IoE) Internet of Everything • Internet of Robotic Things (IoRT) • Consumer Internet of Things (CIoT) • Industrial Internet of Things • Fields of application of IoT 	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini & D'Ascenzo (2021) – Chapter 8</p>
8	<p>Cyber-physical Systems and Smart Production</p>	Presentation, open discussions, case studies	<p>Mandatory reading: Bellini & D'Ascenzo (2021) – Chapter 9</p>
9	<p>Digital Transformation & Smart City Development. Smart Transportation</p> <ul style="list-style-type: none"> • Smart Cities • Digital Technologies for Smart Cities • Smart Transport 	Presentation, open discussions, case studies	<p>Mandatory readings: Bellini & D'Ascenzo (2021) – Chapters 10 & 11</p>
10	<p>Digital Transformation Strategy - part I</p> <ol style="list-style-type: none"> 1. The business scope and value proposition of the enterprise 2. The R&D and innovation strategy 	Presentation, open discussions, case studies	<p>Mandatory reading: 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>Optional reading: Bughin, J. & van Zeebroeck, N. (2017) The Best Response to Digital Disruption, online at https://sloanreview.mit.edu/article/the-right-response-to-digital-disruption/</p> <p>Frankiewicz, B. & Chamorro-Premuzic, T. (2020) Digital Transformation Is Abo</p>

11	Digital Transformation Strategy - part II 1. The operations & value chain strategy 2. The customer journey	Presentation, open discussions, case studies	Mandatory readings: Sunil Gupta, Driving Digital Strategy: A Guide to Reimagining Your Business (2018), Harvard Business Review David L. Rogers, The Digital Transformation Playbook: Rethink Your Business for the Digital Age (2016), Columbia Business School Publishing Additional readings: Amar, J., Jacobson, R., Kleinstein, B., Shi, A. (2020) Redefine the omnichannel approach: Focus on what truly matters, McKinsey, online at https://www.mckinsey.com/business-functions/operations/our-insights/define-the-omnichannel-approach-focus-on-what-truly-matters
12	Gap Analysis for Digital Transformation Internal analysis of the company processes, products and services, and measures that must be taken to align these to the digital paradigm Digital maturity assessment	Presentation, open discussions, case studies	Mandatory readings: Deloitte, Digital Maturity Model. Achieving digital maturity to drive growth (2018) Tanguy Catlin, Jay Scanlan, and Paul Willmott, Raising your Digital Quotient, (2015)
13	Competing in the digital economy External analysis and capabilities assessment for digital transformation	Business simulation - investing in the Metaverse	Mandatory readings: Sunil Gupta, Driving Digital Strategy: A Guide to Reimagining Your Business (2018), Harvard Business Review David L. Rogers, The Digital Transformation Playbook: Rethink Your Business for the Digital Age (2016), Columbia Business School Publishing
14	Designing an agile and innovative organization. Managing the digital transformation Tools to shift the organization towards an agile, innovative culture	Presentation, open discussions, case studies	Mandatory readings: Course lectures (Course 14) Additional readings: Digital Transformation Handbook, An Agile Approach to Maximise Value, (2020), Palfreyman Ventures Limited, Chapter 2.3

Bibliography

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

- Sunil Gupta, Driving Digital Strategy: A Guide to Reimagining Your Business, Harvard Business Review, 2018
- Francesco Bellini & Fabrizio D'Ascenzo, Digital transformation and data management, Pacini Editore, 2021

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.	Discussions, debates, case studies	
2	The digital transformation of The New York Times – Case Study	Discussing the content of the case study	Mandatory reading: The New York Times is Winning at Digital, Howard Tiersky
3	Digital Transformation to Best Bank in the World – Case Study	Discussing the content of the case study	DBS: Digital Transformation to Best Bank in the World, Annie Koh, Robin Speculand, Adina Wong, Harvard Business Publishing, 2020
4	Analyzing the technologies affecting the industry	Team work in Miro	
5	Analyzing the customer journey	Miro exercise	
6	Preparing the digital strategy	Miro exercise	
7	Introduction to prototyping new innovative digital products and services	Using Miro, Figma or Bubble, students will show a new product, service or business model of the analyzed company	

Bibliography

- 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)	Finalizing a team project	Grading of project content - 20 p	20.00
10.3. S(S)	Active participation in discussions, debates and case studies	Progressive evaluation	20.00
10.4. Final assessment	Correctly answering the exam questions	Oral exam	50.00
10.5. Modality of grading	Whole notes 1-10		
10.6. Minimum standard of performance	Obtaining a grade of 5.		

Date of listing,
04/26/2024

Signature of the discipline leaders,

Date of approval in the
department

Signature of the Department Director,