



# GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 3<sup>rd</sup> Semester

Subject Class: Functional\_ Elective

Subject Name: Managing Digital Innovation and Transformation (MDIT)

Subject Code: 4539288

With effective  
from academic  
year 2018-19

## 1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Learner will be able to)
Business Environment and Domain Knowledge (BEDK)	<ul style="list-style-type: none"> <li>• <i>Explain</i> the concepts of digitization and how these are related to solve current and future challenges linked to digital change.</li> <li>• <i>Evaluate</i> the probable impact of future IT innovations</li> </ul>
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	<ul style="list-style-type: none"> <li>• <i>Create</i> technological innovative solutions for critical business problems</li> <li>• <i>Integrate</i> the business processes and technology to gain competitive advantage.</li> </ul>
Global Exposure and Cross-Cultural Understanding (GECCU)	<ul style="list-style-type: none"> <li>• <i>Illustrate</i> reasonable knowledge of the most advanced and practical digital transformation frameworks across the world.</li> </ul>
Social Responsiveness and Ethics (SRE)	<ul style="list-style-type: none"> <li>• <i>Design</i> solutions to solve social issues through digital innovations</li> <li>• <i>Develop</i> a conscience to safeguard ethical concerns while adopting digital innovations.</li> </ul>
Effective Communication (EC)	<ul style="list-style-type: none"> <li>• <i>Assess</i> the needs of the system and clearly communicate the proposed changes through collaborative and participative communication</li> </ul>
Leadership and Teamwork (LT)	<ul style="list-style-type: none"> <li>• <i>Develop</i> qualities to lead teams for transforming organizations through digital innovations.</li> </ul>

## LO – PO Mapping: Correlation Levels:

1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), “-“= no correlation

Sub. Code: 4539288	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: <i>Explain</i> the concepts of digitization and how these are related to solve current and future challenges linked to digital change.	3	3	1	1	1	1	-	-	2
LO2: <i>Evaluate</i> the probable impact of future IT innovations	3	3	2	1	2	-	-	1	3
LO3: <i>Create</i> technological innovative solutions for critical business problems	2	3	3	-	1	2	1	2	2
LO4: <i>Integrate</i> the business processes and technology to gain competitive advantage.	2	3	3	2	2	1	-	2	3
LO5: <i>Illustrate</i> reasonable knowledge of the most advanced and practical digital transformation frameworks across the world.	2	3	1	1	3	2	-	1	2
LO6: <i>Design</i> solutions to solve	2	2	3	-	1	-	2	3	1



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social issues through digital innovations									
LO7: Develop a conscience to safeguard ethical concerns while adopting digital innovations.	2	2	3	2	-	3	3	1	3
LO8: Assess the needs of the system and clearly communicate the proposed changes through collaborative and participative communication	1	2	3	3	-	2	-	1	1
LO9: Develop qualities to lead teams for transforming organizations through digital innovations.	3	2	3	1	1	3	-	2	3

**2. Course Duration:** The course duration is of **40 sessions of 60 minutes each.**

### 3. Course Contents:

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)
I	<p><b>Introduction to Digital Innovation:</b></p> <ul style="list-style-type: none"> <li>Digital Innovation</li> <li>Different Perspectives of digitization</li> <li>Strategic Challenges of Digital Innovation and Transformation</li> <li>Reaping Value From Digitalization - Untapped Opportunities, Digital Platforms</li> </ul> <p><b>Understanding Transformation:</b></p> <ul style="list-style-type: none"> <li>Business process transformation</li> <li>Product or service digitization</li> <li>Customer engagement and experience</li> <li>Ecosystem and business model</li> <li>IT delivery and transformation</li> <li>Digital disruption</li> <li>Technological developments leading to digital innovation- Artificial Intelligence, Machine Learning, IOT, Blockchain, Social computing</li> </ul>	10	17
II	<p><b>Strategic Management of Technology and Innovation:</b></p> <ul style="list-style-type: none"> <li>Technological innovation and business strategy</li> <li>Managing disruptive innovations and technological transitions</li> <li>The Technology S-Curve and its implications on IS strategies</li> <li>Innovation strategies, and their implementation</li> </ul>	10	18



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	<ul style="list-style-type: none"> <li>Online business models – technology mediated platform networks</li> </ul>		
III	<p><b>Designing Information Capabilities for Competitive Advantage:</b></p> <ul style="list-style-type: none"> <li>IT Capability and firms Competitive advantage</li> <li>Value chain network</li> <li>Dynamic integration of business processes and technology</li> <li>Impact of IT on operating models</li> <li>Impact of IT on innovation and decision-making within firms</li> <li>Technology marketing</li> </ul>	10	18
IV	<p><b>Challenges in the digital economy:</b></p> <ul style="list-style-type: none"> <li>Organization and cultural issues - building and managing a virtual organization</li> <li>Management challenges of networked business</li> <li>Role of leadership and management.</li> </ul> <p><b>Managing Transformation:</b></p> <ul style="list-style-type: none"> <li>Cloud computing</li> <li>Change management</li> <li>Process reengineering</li> <li>Testing and training</li> <li>Governance and communications</li> </ul>	10	17
V	<p><b>Practical:</b> Case studies like Reliance industries, Amazon, Google, Examples from Media and entertainment/ Healthcare / Financial Service industry</p>	-	(30 marks CEC)

#### 4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

#### 5. Evaluation:

Students shall be evaluated on the following components:

	<b>Internal Evaluation</b>	<b>(Internal Assessment- 50 Marks)</b>
A	<ul style="list-style-type: none"> <li>Continuous Evaluation Component</li> </ul>	30 marks
	<ul style="list-style-type: none"> <li>Class Presence &amp; Participation</li> </ul>	10 marks
	<ul style="list-style-type: none"> <li>Quiz</li> </ul>	10 marks
B	<b>Mid-Semester examination</b>	<b>(Internal Assessment-30 Marks)</b>
C	<b>End –Semester Examination</b>	<b>(External Assessment-70 Marks)</b>



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## 6. Reference Books:

Sr. No.	Author	Name of the Book	Publisher	Year of Publication
1	Joe Peppard & John Ward	The Strategic Management of Information Systems: Building a Digital Strategy	Wiley	2016 / 4 <sup>th</sup>
2	Robert D. Galliers, Dorothy E. Leidner (Eds)	Strategic Information Management Challenges and Strategies in Managing Information Systems	Routledge	Latest Edition
3	Michael Lewrick, Patrick Link, LaryLeifer	The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Business and Ecosystems.	Wiley	2018 / 1 <sup>st</sup>
4	Neil Perkin, Peter Abraham	Building the Agile Business through Digital Transformation	Kogan Page	2017 / 1 <sup>st</sup>
5	Andrew Wood	Digital Transformation: Strategy and Tactics	Amazon Digital	2015

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

## 7. List of Journals / Periodicals / Magazines / Newspapers / Web Resources, etc.

1. Digital Innovation and Strategic Transformation
2. International Journal of Innovation and Technology Management
3. International Journal of Business Innovation and Research

## 8. Suggested Readings

- Vrande, Vareska Van de; Vanhaverbeke, Wim; Gassmann, Oliver, Broadening the scope of open innovation: past research, current state and future directions, International Journal of Technology Management, Volume 52, Numbers 3-4, 11 October 2010, pp. 221-235(15). Inderscience Publishers
- Christopher M. McDermotta, , and Gina Colarelli O'Connor, Managing radical innovation: an overview of emergent strategy issues, Journal of Product Innovation Management, Volume 19, Issue 6, November 2002, Pages 424-438. Elsevier.
- Chidamber, Shyam R; Kon, Henry B, A research retrospective of innovation inception and success: the technology-push, demand-pull question, International Journal of Technology Management, Volume 9, Number 1, 23 May 2009 , pp. 94-112(19). Inderscience Publishers
- Michael D Williams, Yogesh K Dwivedi, BanitaLal and Andrew Schwarz Contemporary trends and issues in IT adoption and diffusion research, Journal of Information Technology (2009) 24, 1-10; 20 January 2009.