



MiM 2020-2021 Period 2
2 credits

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Technology in Organizations

Introduction

Welcome! This class is designed to expose you—as future business leaders—to the major themes in the field of management information systems. Throughout the course we will examine the transformative effect digital technology is having on business and society. We will explore how increasing digital density enables new ways of doing business, how incumbent organizations can react to increasingly fast-paced changes, and how organizations can anticipate and address potential pitfalls associated with increasing reliance on digital technologies for various parts of their business.

Objectives

Upon completing this course, students will be able to:

- Appreciate the fundamental influence of increasing digital density on business and society,
- Distinguish between sustaining and disruptive innovations,
- Appreciate how entrepreneurs are leveraging technology to disrupt established markets,
- Identify and distinguish basic concepts around technical architectures including common operating environments and the cloud,
- Describe and compare the challenges managers face in protecting and securing information systems, and
- Identify business challenges and creatively apply technology to solve problems.

Competences

Basic Competences

- CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.
- CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study
- CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.
- CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.
- CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General Competences

- CG1 - Listen, understand, and contrast the points of view of others to make an objective composition of a business situation. Communicate in a structured and persuasive way. (Interpersonal communication)
- CG2 - Work effectively in multicultural teams, assuming the leadership of a project when required. Integrate the value of diversity in the decision process and teamwork. (Ability to work in multicultural teams)
- CG3 - Critically evaluate the information and the context of a business situation to reach its own conclusions for making prudential decisions. (Critical thinking)
- CG4 - Acquire the self-knowledge and self-control necessary to work effectively in professional environments under pressure, understanding the motivations of others and the culture of the company. (Emotional intelligence)
- CG5 - Apply proven ethical criteria in making business decisions, respecting the intrinsic dignity of each person and the achievement of the common good. (Integrity)
- CG6 - Develop a proactive and open mindset to organizational change in order to design and promote process improvement initiatives and facilitate one's ability to adapt to new organizational cultures. (Innovative spirit)

Specific Competences

- CE01 - Identify the relevant data to diagnose a business problem and generate sensible decision alternatives.
- CE14 - Identify the mechanisms of team management that generate an environment of collaboration, communication, trust, and achievement of the common goal.
- CE17 - Identify digital marketing tools to acquire customers and reinforce the value and brand of the company.

Content

- Digital Density—Seeing Beyond the Trends (Lecture)
- Managing Digital Disruption (Case: 9B17E016 “Netflix Inc.: The Disruptor Faces Disruption”)
- Assessing the Changing Role of IT in Business Organizations (Case: “FreshDirect: Forget Delivery. Our Business is All about Food”)

- Developing Platform-Based Business Models (Case: “Marketplace Lending at Funding Circle”)
- Managing the Information Systems Infrastructure (Case: “Olapic on Amazon.com’s Cloud”)
- Developing IS to Transform the Customer Experience (Case: “Vueling’s Mobile Strategy Takes Flight”)
- Driving Technology Adoption and Use (Case: “Implementing AI in ACME’s Sales Department”)
- Analytics & Artificial Intelligence (I) (Lecture)
- Analytics & Artificial Intelligence (II) (Case: 9B19E016 “Volkswagen Group: Adapting in the Age of AI”)
- Addressing Ethics & Privacy (Case: “Amazon: From the “Everything Store” to Controlling Everything”)
- Managing IT Security and Effective Crisis Management (IT Management Simulation: Cyber Attack!)
- Managing Emerging Technologies & Changing Strategies (Case: “Google at the Dawn of 2020”)
- Team Presentations
- Digital Mindset (Lecture/Open Discussion)

Evaluation

- Class Participation (45% of course grade)
- Team Project—Hype vs Reality (25% of course grade; team grade)
- Midterm & Final Exam (30% of course grade)

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.