

EMBA-2426-125-Digital business transformation		
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<b>Description of the course</b> Today's IT capabilities are revolutionizing processes, organizations, and markets. These technologies are evolving at a dizzying pace and impacting all business sectors and industries. Therefore, in order to survive and thrive in this new digital environment, managers need to comprehend the opportunities and pitfalls in IT and e-business. The focus of this course is on business strategies and management approaches for leveraging digital technologies for value creation and business transformation. The objective is to help you and your organization be among the winners in the new e-world. The course will also expose you to some international best practices in the field through actual case studies, some of which were developed by Prof. Jelassi.		
<b>Course units</b> <ul style="list-style-type: none"><li>• Introduction to the course</li><li>• The sharing economy and peer-to-peer e-commerce</li><li>• E-business interaction strategies, information economics and value capturing</li><li>• Enterprise digital capabilities</li><li>• Competing through digital technology</li><li>• Sustaining versus disruptive innovation through IT</li><li>• Industry incumbents' response to digital disruption IT-enabled innovation and customer centricity</li><li>• Leadership in the digital age</li><li>• Course wrap-up</li></ul>		
<b>Course Learning Outcomes (CLOs)</b> The emphasis of the course is to provide business and management perspectives on digital technologies and e-business. At the completion of this course, MBA participants should: <ul style="list-style-type: none"><li>1. Gain an in-depth understanding of the importance of IT and e-business in the global competitive posturing of companies;</li><li>2. Appreciate the concepts and frameworks that can be used to leverage digital technologies for value creation and business transformation;</li><li>3. Be able to identify IT-enabled business opportunities in different industries and sectors;</li><li>4. Draw inferences from various applications and case studies related to leveraging digital technologies for business gain;</li><li>5. Have a vision of the future impact of digital technologies on managers, organizations, the economy and society.</li></ul>		
<b>Prerequisite (if any)</b> /		
<b>Contribution to Programme Learning Objectives (PLOs)***</b> <ul style="list-style-type: none"><li>• Learning Objective 1.1: Reinforcement</li><li>• Learning Objective 1.2: Mastery</li><li>• Learning Objective 2.1: Mastery</li><li>• Learning Objective 2.2: Introduction</li><li>• Learning Objective 3.1: Reinforcement</li><li>• Learning Objective 3.2: Reinforcement</li></ul>	<b>Evaluation scale</b> 0-20	
<b>Main Teaching methods used in the course</b> Lecture, Interactive Lecture, Directed Discussion, Case Based Learning, Problem-based learning, Project-based learning		
<b>Contribution to the Environmental, social and governance (ESG)</b> Course Contribution to ESG: Yes Contact Hours are dedicated to ESG: 2 Contact Hours containing climate solutions for how organisations can reach net zero: 0 Description of contribution: Students are invited to consider ESG in their projects.		

**Notice:** The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

\*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

\*\*CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

\*\*\*PLO - Programme Learning Objectives are available on the curriculum page

## EMBA-2426-125-Digital business transformation

### Assessment methodology / Learners Use of Time and Load

Assignment one: Final assignment (the learner choose either a take-home exam or an essay)

- weight 50%
- workload estimated = 35 hours
- due 07-03-2026
- Guidelines:

The term project can be carried out individually or in self-composed groups of 2 members. It can follow one of the following formats:

- A research paper investigating a digital business transformation, an e-business/electronic commerce application, or an IT-enabled business topic (such as digital innovation, crowdsourcing, business models for m-commerce services, best business practices of machine learning or blockchain; etc.); or
- A case study documenting and assessing an actual digital business transformation, an e-business/electronic commerce strategy and its implementation in an organizational setting, or an e-government strategy and its impact, or
- A consulting report/business plan suggesting a digital business transformation or an e-business/electronic commerce strategy for a given organization that leverages the wired or mobile Internet capabilities.

If the term project follows Option (B) or Option (C), the report should (as much as possible) cover the following items:

#### Organizational Context

- Introduction to the organization, its size, structure, markets (products or services), financial results (if applicable), etc.

#### Industry Analysis

- Description of, where appropriate, competitors, suppliers, customers, new entrants, and substitute products (if any).

#### Company Analysis

- Presentation of the company's strengths, weaknesses, opportunities and threats.

#### Description of the digital business transformation (DBT), e-business or electronic commerce strategy

- Presentation of the Internet-based value proposition, target customer(s), marketing approach, cost and revenue model, etc. and how this strategy helps (or is intended to help) the organization perform more efficiently and/or compete more effectively in the marketplace (with reference back to the earlier industry and company analyses).

#### Assessment of the DBT, e-business or electronic commerce strategy

- Critical analysis of the studied DBT, e-business or electronic commerce strategy in terms of its key elements, implementation approach (used or planned), its benefits (achieved or expected), possible drawbacks, and its future potential.

#### Recommendations

- Presentation of your own recommendations to the company's management with regard to further enhancing the studied DBT, e-business and electronic commerce strategy within and/or across the organization.

Project Proposal (due February 12th) is a brief description (approximately one page) of your project. It should contain the following information: (a) a title for your project, (b) a list of your group members (if any), (c) the project theme(s) you will be investigating, (d) the methodology you will be using (such as interviewing managers, doing a survey, conducting a library search, etc.), and (e) what you expect to learn from the project. Project Report (due March 20th) should be approximately 12-15 pages (1.5 line spacing). The report should contain a comprehensive treatment of the project theme, and also an executive summary and a concluding section describing the actual learning experience resulting from the project. Incorporate appropriate exhibits (charts, tables or graphs) into the report as well as any references you may use. Your report will be graded on content, writing style and presentation. YOU are to define your own project in consultation with Professor Paulo Amaral, keeping in mind that your project should:

- Demonstrate your ability to analyse a situation and relate it to the topics covered in class.
- Expand your understanding of how companies are strategically leveraging the Internet for improving their performance and competing more effectively in the marketplace.
- Expand your knowledge, not just rehash something you have done before.\*

### Assignment two: Individual assessment/participation

- weight 15%
- workload estimated = 10 hours
- due 07-03-2026
- Guidelines: Read the cases and prepare to participate in class

### Assignment three: ase presentation and discussion

- weight 35%
- workload estimated = 25 hours
- due 07-03-2026
- Guidelines: Read the cases and prepare to participate in class

### Readings

#### Required

Strategies for e-Business Concepts and Cases on Value Creation and Digital Business Transformation, Tawfik Jelassi, Francisco J. Martínez-López, 2020

#### Recommended

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### Other Learning Materials

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