



SYMBIOSIS COLLEGE OF ARTS & COMMERCE

An Autonomous College | Under Savitribai Phule Pune University

Reaccredited 'A+' with 3.51 CGPA For Third Cycle By NAAC | College with Potential for Excellence

UG/PG (Revised Curriculum under NEP w.e.f. June 2023)

PROGRAM	BA	BA(Hon)	B.Com	B.Com(Hon)	M.Com	MA - Eng	MA- Eco	MA- Psy
Tick ✓					✓			

SEMESTER	1	2	3	4	5	6	7	8
Tick ✓	✓							

SPECIALIZATIONS									
BA	Eco	Eng	Psy	Gen					
Tick ✓									
BCOM	Costing	Banking	Entrep	MKT	Fin & Acc	Mgt Acc	HRM	Bus Analytics	Gen
Tick ✓				✓					

Name of Board of Studies	Commerce
Name of the Department	M.Com
Name of Head of Department	Dr. Hrishikesh Soman
Title of the Course	Digital Transformation and Business Strategy
Course Code	
Type of Course (New / Revised)	New
Nature of Course (Maj/Min/AEC/SEC/VEC/VSC)	Major
Number of Credits	4 Credits
Name of the Faculty	Dr. Zakira Shaikh
Date of Approval by BoS	3rd June 2023
Date of Implementation	2023-2024

Course Outcomes:
1. Gain basic knowledge and skills to recognize the contributions of technology to business needs situations/scenarios.
2. Identify key drivers of technology's impact on the business ecosystem.
3. Demonstrate an integrated awareness of how to lead in the digital age, or in the knowledge era. 4. Implement more collaborative decision-making approaches that empower others, bridging across generations, geographies, and functions.

4. Able to evaluate the role and feasibility of digital business models and strategy based upon the company's position in a competitive space

DETAILS OF SYLLABUS		
UNIT NUMBER	DETAILS	NUMBER OF LECTURES
1.	<p>Title: Digital Transformation of Firms and Industries</p> <p>1.1 The Five Domains of Digital Transformation: Customer, Competition, Data, Innovation and Value.</p> <p>1.2 Identifying key drivers of technology's impact on the business ecosystem</p> <p>1.3 Build Platforms not just product:</p> <ul style="list-style-type: none"> • Rise of Platforms: From Airbnb to Alibaba <p>1.4 Four Types of Platforms: Exchange, transaction system, Ad-supported Media, Hardware/software standard.</p> <p>1.5 Creating Digital Assets</p> <p>1.6 How digital impacts platform.</p> <p>1.7 Using Technology as Innovation, Integration and Interconnection of business.</p> <p>1.8 How technologies (IT), can threaten established companies' dominance: demand-side and supply-side disruption</p> <p>Case Study Analysis:</p> <ul style="list-style-type: none"> • Technology disrupting the music industry: A Case of BMG Entertainment • The Crisis at Encyclopaedia Britannica 	16
2.	<p>Title: Leading in Digital times</p> <p>2.1 Leadership and globalization</p> <p>2.2 Role of CIO's in digital world</p> <p>2.3 Challenges of the CIO,</p> <ul style="list-style-type: none"> • How can they help their organizations adapt to the accelerating change and complexity that mark today's competitive and economic landscape. • CIO's mandates come with distinct characteristics that line up with the organization's goals and strategy. <p>2.4 Recognizing which aspects of leadership are changing in the digital era and why?</p> <ul style="list-style-type: none"> • Cultural Shift and its impact on businesses • Encouraging and instilling a culture of curiosity and creativity • Accessing new capabilities through innovation labs and corporate accelerators 	16

	<ul style="list-style-type: none"> Helping employees develop new capabilities needed as the company matures <p>2.5 Understanding how digital technologies have changed the expectations of employees, customers, investors, and the broader society</p> <p>2.6 Leading for co-creation vs. "followership"</p> <ul style="list-style-type: none"> Bringing together people with diverse skills and experiences to solve problems Collaborating across remote and hybrid teams to strengthen culture and foster accountability Empowering employees to solve problems and feel greater ownership 	
3.	<p>Title: Building Digital Business Models</p> <p>3.1 Drivers and Challenges of Digital Business Models</p> <p>3.2 Business model canvas. (Inspired from Osterwalder and Pigneur):</p> <ul style="list-style-type: none"> The Benefits and Challenges of Using the Business Model Canvas for DBM 9 Building Blocks: Customer segments, Value Propositions, Channel, Customer Relationships, Revenue streams, Key Resources, Key activities, Key Partnerships, Cost Structure. <p>3.3 Long Tail Business Model: Focus on a large number of products, each selling in low volumes. (Logo's New Long Tail)</p> <p>3.4 Open Business Model: used by companies to create and capture value by systematically collaborating with outside partners. (Procter & Gamble: Connect & Develop) · Agile Business Model</p> <p>3.5 Digital Disrupters: iPhone, Netflix, Warby Parker</p> <p>Case Study Analysis:</p> <ul style="list-style-type: none"> Apple iPod/iTunes Business Model 	15
4.	<p>Title: Competing through Digital Business Strategy</p> <p>4.1 New rules of business strategy.</p> <p>4.2 Customer Networks and the New Path to Purchase</p> <p>4.3 Understanding Digital customer behavior: Identify five core behaviors of networked customers - accessing, engaging, customizing, connecting, and collaborating. ·</p> <p>4.4 Digital Customer Experience in Physical environment.</p> <p>4.5 Achieving competitive advantage through digital strategy.</p> <p>4.6 Latest developments in Digital age and Future of business.</p> <p>Case Study Analysis:</p> <ul style="list-style-type: none"> Healthcare Industry – Use of Virtual Reality (VR) for patient care BFSI – Commercial Bank of Kuwait (CBK) use of video chat 	13
	Assignments: Case Study Analysis, Article Review, Field work and market research, Collaborative and Participative learning and discussions	
		60

Reference List

1. "Disruptive Technologies: Catching the Wave," Joseph L. Bower and Clayton Christensen. Harvard Business Review, January February 1995. (<https://hbsp.harvard.edu/tu/b138db34>)
2. "The Other Disruption," Joshua Gans. Harvard Business Review, March 2016. (<https://hbsp.harvard.edu/tu/f9585b43>) · "Big-Bang Disruption," Larry Downes and Paul Nunes, March 2013. (<https://hbr.org/2013/03/big-bang-disruption>) · "Forward to '7 Powers'," Reed Hastings. (<http://7powers.com/foreword/> — pay particular attention to his discussion of "counter positioning").
3. BMG Entertainment, HBS Case 9-701-003. (<https://hbsp.harvard.edu/tu/bae39af2>)
4. "The Crisis at Encyclopedia Britannica," Shane Greenstein and Michelle Devereux. Kellogg Case Number 251. (<https://hbsp.harvard.edu/tu/ad1fd135>)
5. "Internet encyclopaedias go head to head," Nature, December 14, 2005. (<https://www.nature.com/articles/438900a>) · Also see Nature's point-by-point response to Britannica's concerns about their article, https://www.nature.com/nature/britannica/eb_advert_response_final.pdf
6. The Long Tail: Why the Future of Business Is Selling Less of More. Anderson, Chris. 2006. 2
7. "The Long Tail." Wired Magazine. Anderson, Chris. October 2004.
8. Open Business Models: How to Thrive in the New Innovation Landscape. Chesbrough, Henry. 2006.
9. "The Era of Open Innovation." MIT Sloan Management Review. Chesbrough, Henry. N^o 3, 2003.



Name and Sign of Head

Dr. Hrishikesh Soman

Examination Pattern**Total Marks: 100 Marks**

Internal: 50 Marks

External: 50 Marks

Format of the Question Paper

Q.1: Short Note

Q.2: Long Answer

Q.3: Case study Analysis