MKT2242 Digital Innovation
Course Description and Schedule, First Term, 2023-24

Instructor: PENG Ling (26168242, lingpeng@ln.edu.hk)
Website: All teaching materials will be uploaded to Moodle
Time & Venue: Wednesday 3:00 -6:00 **LKK207**

Brief Course Description and Objectives

To stay relevant in the global marketplace, organizations need to constantly evolve, using innovative tools to their advantage. The most successful companies in the world are harnessing digital transformation to create radically new customer experiences, compelling products, services, and business ecosystems. A shift to digital innovation requires big changes in strategy, operations, and organization. In this course, students will learn how to boost the value of the latest tools and technologies to drive innovations that create exciting new commercial opportunities.

This course aims to help students understand specific issues and problems faced by firms wanting to raise their digital game; equip with the knowledge and skills to answer questions in the following three areas: (1) Strategy: how do companies apply technologies that expand the horizons of the possible in terms of new products, services, and business models? (2) Operations and Processes: how do companies apply digital technologies to drive innovation, leveraging new tools, platforms, and processes in order to turn insights into new products and services? (3) Organization: how do companies transform themselves into digitally capable organizations and cultures that can bring digital innovations to market and make them work.

Learning Outcomes

After taking this course, students should be able to:
1. Explain the meaning and nature of innovation management (LO1)
2. Recognize and critically evaluate the power and potential of digital technologies to drive business transformation and create value (LO2)
3. Discuss how digital transforms innovation strategy, operations, and organization (LO3)
4. Analyze innovation cases to generate implications for the best level of practice in digital innovation and transformation (LO4)

Indicative Content *(will be regularly updated to ensure it remains current)*

− **Innovation Management (L1)**: definitions of key terms, paradoxes of innovation, business model innovation, classifications of innovations, innovation and society
− **Digital Transformation Fundamentals (L2)**: what is digital transformation, what led to digital transformation, what enables digital transformation, why undergo a digital transformation, what are the pitfalls.
− **Digital Technologies and Applications (L3)**: e.g., cloud computing, big data, artificial intelligence, internet of things
− **Driving Digital Strategies (L4-L7)**: reimagine your business, reevaluate your value chain, reconnect with customers, rebuild your organization.

Measurement of Learning Outcomes:

Class Participation	15%
Individual Report	20%
Group Project	30%
Final Exam	<u>35%</u>
	100%

Course Requirements

1. **Class Participation (LO1 & 2) – 15%**
   These marks will be based on a combination of individual report sharing and general class attendance. Students can earn 10% by preparing and presenting an 8-page PowerPoint report (*please read the requirement in the next item*) to the whole class during October and November. The remaining 5% will be awarded for attendance, punctuality, participative, and cooperative behavior. I encourage active participation and collaboration within the class, as it will aid in the learning process. I hope that this marking scheme provides students with the motivation to engage fully in the course and to contribute to the learning environment.

2. **Individual Report (LO2) – 20%**
   The individual report aims to evaluate students' critical thinking skills on contemporary topics in digital innovation. Students will choose one of the assigned articles to read (*see recommended readings*), and they will be required to summarize its key insights and analyze its implications on consumers, organizations, industries, and society. The report should be in PowerPoint format and should not exceed eight pages (the cover with the title and student ID does not count toward the page limit). The submission deadline is **November 22 (Wednesday) by 11:59 pm**, and students should submit their reports through Turnitin on the Moodle system.

3. **Group Project (LO3 & 4) - 30%**
   The group project aims to assess students' ability to apply concepts and theories to analyze the current practices of a selected company in digital innovation or transformation. Students will identify the problems faced by the firm, apply knowledge and concepts to analyze the problems, and provide business recommendations to solve the problems. This project provides an opportunity for students to develop their analytical skills, research skills, and teamwork skills. It also allows them to apply theoretical concepts to real-world situations and gain a deeper understanding of digital innovation and transformation.

   Students will form teams of **five** members and collect information from various sources, including the library, the internet, electronic databases, and personal interviews with key informants. They will conduct a thorough case analysis of the chosen company.

   At the end of the term, each team will make a 25-minute presentation of their work, highlighting their findings and recommendations. In order to evaluate individual contributions to the group assignment, a peer evaluation among team members will be conducted.

4. **Final Exam (LO1-LO4) - 35%**
   The final examination is intended to evaluate students' general knowledge and ability to apply this knowledge in various contexts. The assessment will be in written form and

will take place at the end of the term. All course materials will be covered, and the assessment paper will typically include a case study and several essay-type questions.

Recommended Textbooks

1. Thomas Erl and Roger Stoffers (2022), A Field Guide to Digital Transformation, 1ˢᵗ edition, The Pearson Digital Enterprise Series from Thomas Erl, Published by Addison-Wesley Professional.

2. Sunil Gupta (2018), Driving Digital Strategy, Harvard Business Review Press.

Recommended Readings

Three Special Issues in Journal of the Academy of Marketing Science (JAMS):

1. The future of artificial intelligence and robotics in the retail and service sector: Sketching the field of consumer-robot-experiences, 2023, 51 (4) - 10 articles
2. Creating customer, firm, and social value through cutting-edge digital technologies, 2022, 50 (6) - 11 articles
3. Innovating in the Digital Economy: Leveraging Technology to Create Value for Consumers and Firms, 2021, 49 (4) - 10 articles

Important Notes to Students

1. Students are expected to spend a total of 6 hours (i.e., 3 hours of class contact and 3 hours of personal study) per week (for a term of 14 weeks) to achieve the course learning outcomes.

2. Students shall be aware of the University regulations about dishonest practice in course work, tests and examinations, and the possible consequences as stipulated in the Regulations Governing University Examinations. In particular, plagiarism, being a kind of dishonest practice, is "the presentation of another person's work without proper acknowledgement of the source, including exact phrases, or summarized ideas, or even footnotes/citations, whether protected by copyright or not, as the student's own work". Students are required to strictly follow university regulations governing academic integrity and honesty.

3. Students are required to submit writing assignment(s) using Turnitin.

4. To enhance students' understanding of plagiarism, a mini-course "Online Tutorial on Plagiarism Awareness" is available on https://pla.ln.edu.hk/.

5. ChatGPT and other Generative AI tools are expected and allowed for use in written assignments. AI output used in assessment tasks should be properly referenced. For example, students may be required to submit a list of the "prompts" they gave to get content used in coursework and essays.

MKT2242 – Digital Innovation
Course Schedule (1st Term, 2023-24)

Week	Date	Lectures (1.5 hours)	Activities (1- 1.5 hrs.)
1	Sep 6	Course Overview & Requirements	Group discussion
2	Sep 13	L1: Innovation Management	Project team formation
3	Sep 20	L2: Digital Transformation Fundamentals - What is Digital Transformation (DT) - What Led to DT (Business Drivers) - What Enables DT (Technology Drivers) - Why Undergo a DT (Benefits and Goals) - What Are the Pitfalls (Risks and Challenges)	Group discussion
4	Sep 27		*Individual sharing (1-5)*
5	Oct 4	L3: Digital Technologies and Applications	*Individual sharing (6-10)*
6	Oct 11		*Individual sharing (11-15)*
7	Oct 18	L4: Reimagine Your Business	*Individual sharing (16-20)*
8	Oct 25		*Individual sharing (21-25)*
9	Nov 1	L5: Reevaluate Your Value Chain	*Individual sharing (26-30)*
10	Nov 8	L6: Reconnect with Your Customers	*Individual sharing (31-35)* Project topic submitted
11	Nov 15	L7: Rebuild Your Organization	*Individual report due* Project Consultancy
12	Nov 22	*Course Review and Final exam briefing* **Group Project Presentations (G1-G3)**	
13	Nov 29	**Group Project Presentations (G4-G7)**	

Assessment Rubric for Individual Report (20%)

Criteria	Weight	Below Satisfactory (0-4)	Satisfactory (5-7)	Very Good (8-10)
Identifies, summarizes the problem/question in the article	20%	Does not attempt to or fails to identify and summarize accurately.	Summarizes issue, though some aspects are incorrect or confused; nuances and key details are missing or glossed over.	Clearly identifies the challenge and subsidiary, embedded, or implicit aspects of the issue.
Analyses the problem with appropriate supporting data/evidence	20%	Repeats information without question or dismisses evidence and without adequate justification.	Use of evidence is qualified and selective, though perhaps unintentional.	Examines the evidence and source of evidence, questions its accuracy, precision, relevance, completeness.
Assess the impact of the findings critically	20%	Fails to present and justify the impact, demonstrating an inadequate level of conceptual understanding	Justifies the impact but superficially, demonstrating a fair level of conceptual understanding.	Clearly presents and justifies the impact of the findings, demonstrating a very deep level of conceptual understanding.
Extent to which ideas are expressed logically, accurately, and clearly	20%	Ideas are not expressed logically and are characterized by significant inaccuracies and lack of clarity. Incorrect use of citation style	Expression of ideas is generally accurate, logical, and clear. Lapses are rare and minor in nature. Some incorrect use of citation style	Ideas are expressed logically, accurately, and clearly
Presentation style	20%	There are many areas for improvement: style consistency, relevance of materials, attention getter.	The presentation is professional, but have some areas for improvement	The presentation is very professional: eye-catching, neat and concise
Total	100%			

Assessment Rubric for Group Project (30%)

Criteria	Weight	Below satisfactory (0-4)	Satisfactory (5-7)	Very Good (8-10)
Ability to identify the benefits and pitfalls in the company's digital transformations with concrete example(s)	20%	Unable to identify benefits and pitfalls of digital transformation	Identify limited benefits and pitfalls of digital transformation	Ability to recognize benefits and pitfalls of digital transformation
	20%	Unable to identify such problems with concrete examples.	Limited illustration of such problems with concrete examples	Provide relevant concrete example(s) to illustrate such problems
Ability to develop recommendations for business practices in terms of strategy, operations and processes, and organization	30%	Jump into conclusion with business recommendations coming out of nowhere. Little understanding of consumer welfare and organizational effectiveness.	Provide business recommendations with some evidence from the analysis results. Limited understanding of how consumer welfare and organizational effectiveness can be enhanced.	Derive proper business recommendations with appropriate supporting data/evidence from the analysis results. Able to identify ways the consumer welfare and organizational effectiveness can be enhanced.
Effectiveness of group presentation	10%	Overall flow is not clear nor logical	Explanation is somewhat unclear or logic	Clear explanation in logical sequence
	10%	Little use of visual aids	Fair use of visual aids	Good visual aids
	10%	No or poor coordination among members.	Fair coordination among members	Good coordination among team members
Total	100%			