**MIS 782 Seminar 9 (Dynamic Capabilities, Virtuous Feedback Cycles and Emerging Technologies)**

We aim to apply the theories, frameworks and models taught in the unit through applying it to real-life cases. Seminar activities are indicative of what will be examined in the unit through assessments!

**Seminar preparation**

Please check the discussion questions below and read the case study: “Artificial intelligence as an enabling tool for the development of dynamic capabilities in the banking industry”

**Instructions:** Please read the allocated case study and try to have a discussion in groups of three to four about the following questions. Each group will be assigned one question to answer that has to be presented in front of the class. It will be useful for each group to have a dedicated individual who will present/discuss the answer to the question.

**Case study related questions**

1. *What forms of dynamic capabilities are built and deployed by the case companies? How are these dynamic capabilities related to the strategies of case companies?*
2. *What are virtuous feedback cycles? How can the case companies keep evolving their strategies using virtuous feedback cycles while adopting AI?*
3. *DCT theory postulates that organizations need to continue to sense and seize opportunities and reconfigure their existing resources and capabilities to sustain competitive advantage over time. Now speculate/envision 3 use cases where emerging technology (e.g., chatGPT, GPT3. GPT4) can be applied for the banking industry?*
4. *Write a* ***business use case brief*** *for one of the suggested use case in Q3.*

**What to include in your Business use case brief**

Very high-level view of what the use case will be. Format - very brief, succinct, kept to bare minimum, only details that are necessary to decide whether this is a worthwhile investment/project for the organisation, assisting decision making. Keep the problem separated from the solution, focusing on the business process, no technical/infrastructure/architecture details are required - “what’s in it for the business community?”. It is similar to user stories in agile development or project charter in project management.

* + - Define the Business area that the use case targets
    - Purpose of the business use case
    - Focus on the value to the business user
      * What business need does it fulfill?
      * Who are the stakeholders?
      * What benefits results for its stakeholders and what metrics will you use to measure business success?
    - Align solutions with the business need (ask the contextual questions – what, why and how)
      * From RBV perspective, how it will achieve competitive advantage based on core resources and capabilities

Watch the video – [Introduction to Business Use Cases for Lean and Agile Environments - YouTube](https://www.youtube.com/watch?v=nYcH9bsbt04&ab_channel=BA-EXPERTS)

**Assessment 3 Task**

For the rest of the seminar, go through the requirements of assignment 3 with your peers. As a seminar group, envision 2-3 scenarios where emerging technologies can be applied for business value returns and competitive advantage for the organization for assignment 3 task.

**References**

Gallego-Gomez, C., & De-Pablos-Heredero, C. (2020). Artificial Intelligence as an Enabling Tool for the Development of Dynamic Capabilities in the Banking Industry. *International Journal of Enterprise Information Systems (IJEIS)*, *16*(3), 20-33.

Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. Strategic Management Journal, 28(13), 1319–1350.

Dwivedi et al. (2023). “So what if ChatGPT wrote it?” Multidisciplinary perspectives on opportunities, challenges, and implications of generative conversational AI for research, practice and policy”, International Journal of Information Management, 71, <https://doi.org/10.1016/j.ijinfomgt.2023.102642>