

## Week2 case-1

Q: What students think why the author uses DCV and RBV as research theories?

A: The author will discuss dynamic capabilities from the point of view of dealing with firm capabilities to optimally utilize resources in an appropriate manner

Viewpoint (DCV) and Resource-Based Viewpoint (RBV) theories.

The development concept of RBV is to develop resource utilization capabilities to achieve competitive advantage.

Dynamic Capability (DC) is defined as "the ability to integrate, build and reconfigure internal and external resources/capabilities, to address and potentially shape the rapidly changing business environment".

Q: Because IOT is just in its infancy now, I think it is not accurate to say whether it is the tool analyzed by IOT

So we can just consider BDA or combine with BDA?

A: Because it is mentioned in the research that IOT is actually different from BDA and the technologies used are different.

And the chronological order is also different.

## Week2 Case-2

Q: What do you think is the opacity of AI-BA opacity?

A: Our group believes that opacity means that the enterprise does not know whether the output of AI-BA is correct, if it is Wrong, but also think it is right.

A: We think that opacity means that apart from input and output, enterprises are not clear about the role of AI-BA.

It also means that the enterprise is vague about the AI-BA program.

A: We believe that opacity has different meanings and standards for each enterprise, so the author hopes that enterprises

The opacity of the enterprise's own AI-BA can be measured by sub-dimensions (data quality, governance, training).

Q: Can someone explain the definition of AI-BA?

A: The term AI-BA is defined as artificial intelligence business analysis. The term BA stands for Business Analysis, where employees

Financial statements, revenue, etc. to determine the company's future decisions and competitive advantages. AI stands for artificial intelligence, AI-

BA combines business analysis and artificial intelligence to assist personnel in deciding the future direction of the company.

Q: What do you think about the opacity of AI-BA?

A: First of all, we believe that the three factors will

As a result, the so-called decision-making content is not clear enough and brings uncertainty about credibility.

However, the follow-up understanding may be due to the situation in each company and the different industrial situations, so in fact this

Three factors are the definition of opacity.

Q: Question about the arrow.

A: Because the arrows in AI-BA opacity and perceived risk are pointing factors, and I think it can

may be precisely because neither of these two variables is clearly defined, and the source of definition is equivalent to the arrow pointing to

Factors, perhaps at this point, the author has explained the definition of two variables.

Q: What is AI-BA opaque?

A: The author proposes that the opacity of AI-BA is a higher-order structure composed of three reflective sub-dimensions

components, including lack of management, quality of data, and ineffective training of staff.

A: I think the so-called opacity refers to the vague definition, and the three categories it includes are lack of

Management, poor data quality, and low training efficiency, because of these three factors lead to unclear processes in the enterprise

True (opaque) \*Three factors are somewhat correlated

Q: AI-BA transparency consists of three parts, please briefly describe the three parts

A: Lack of Governance Governance is a structured process that a company needs to follow to achieve its goals. If governance is lacking,

Companies will take unsuitable solutions and cause huge losses. The data quality is poor, the input data

poor quality, the output solution using the input data will result in providing an inappropriate solution for

The company is not good. Inefficient training, improper training of company employees will lead to any new technology solution

underuse of

Q: Regarding the definition of contingency plan in the model of this paper, I would like to trouble you for the definition of contingency plan and H10a

and H10b to explain? And explain why there is a regulatory effect?

A: Using inappropriate technology, companies sometimes make suboptimal business decisions, such as companies formulating effective

A business plan can help mitigate inappropriate business decisions

Q : What is the definition of AIBA?

A : AIBA combines data and sophisticated analytical techniques such as machine learning, neural networks and deep learning

Learning to collect, process, interpret and learn from data to achieve results that describe predictions and norms.

A: I think the author did not define opacity because of the need to use governance, poor data quality, and low training to

It is opaque to judge whether this company has AI-BA, because each company's perception of low training will be different.

The same, so the author does not make a definition.

Q: What is lack of governance?

A: Lack of management means that people do not collect data through formal and structured rules, resulting in poor data quality

quality, which leads to low training efficiency.

## Week3 Case-1

Q: What is the difference between BPM and BPR?

A: BPR is a part of BPM.

BPR creates new organizational processes, improving process design. BPM is based on the management of process design

Master, through various methods to design, analyze and manage the operation process. Generate new business flows through BPR

Process, improve the defects of the old process and then optimize the management through BPM, the two complement each other

Can improve business processes.

## Week3 Case-2

Q: What is BPM?

A: BPM is comprehensive, principled, and focused only on effective business processes.

A: A business process is a set of activities that produce value for customers. The focus of BPM is to support business processes.

Use methods, techniques and software to design, control and analyze operational processes.

Q: What is a digital feedback loop?

A: The digital feedback loop (digital feedback loop) means that through the support of information technology, the

Product or service data is fed back into the business process for continuous optimization and improvement of the product or service. exist

In this loop, business processes and data analytics interact to continuously improve business performance and customer experience.

test. The digital feedback loop is an important concept in digital transformation that can help companies make faster

Make decisions and respond to market changes.

Q1: What is BPM?

A1: BPM is to improve the management process of the enterprise from the beginning to the end.

Q2: Hello students, consistency is the key point in the second paper, please address the process innovation mentioned in the paper

is a top-down approach, while the digital foundation is developed bottom-up, from which what is an example of

Top-down vs bottom-up approach?

A2: It is believed that enterprise process innovation can be accelerated and changed because the process will basically be proposed by the management.

Then it is carried out by the basic employees, so it is from the upper management to the lower grassroots employees, and vice versa.

to the top

Q3: The teacher asked, what is the bottom-up method?

A3: The paper mentions that customer applications must be designed to be easy to use, but also accessible from enterprise systems

Retrieving data from within (a top-down approach), medical devices can help improve clinical outcomes by providing real-time clinical data.

into the surgical process (bottom-up approach).

Q: What is the initial type of enterprise process used in hospitals, and how is it related to the focus of this paper.

A: Such as registering, taking medicine, etc., this paper discusses the search for opportunities between IT infrastructure and business process innovation

system and align the two to provide a research reference.

Q: BPM focuses on the needs of users in business processes, while digital infrastructure theory focuses more on standardization

standards and extensions, and want to know the difference in emphasis between the two?

A: BPM business process is mainly to create valuable activities for customers, so it will focus on customers

requirements in business processes. The theory of digital infrastructure mainly focuses on the concept of global and global,

There is also the concept of cross-system interoperability and regional optimization. Digital infrastructure theory must

To take into account the scale between the systems, setting the underlying digital infrastructure can not just say that you are good, you need to consider

Taking into account the state of interaction between different systems. Digital Infrastructure Theory Versus Business Processes

It will be more stable and secure in the future, and the speed of change will be slower, and the business process will be more flexible.

Q: What is "process"?

A: It is a criterion or rule in the enterprise, which must be implemented in order to make the operation of the enterprise more stable.

And a good process can allow enterprises to predict future results or performance.

Q: What is the definition of BSM?

A: A business process is "a set of activities that create value for customers". The BPM discipline focuses on how to use,

Technology and software to support business processes to design, formulate, control and analyze operational processes.

Q: What is the difference between incremental and disruptive process innovation?

A: Progressive is to improve the communication process of work. Subversive is to create a new business model.

Q: What is the installed base?

A: In this study, that is, the four small parts of digital infrastructure, system, network, user, developer.

## Week4 Case-1

Q: What is the difference in creating IT in paper1?

A: It is caused by the complementarity of IT.

Q: Where is complementarity also mentioned in the paper?

A: The second largest paragraph on page 26, IT as simple software and hardware

In examining the relationship between value forms, this study also accepts the complementarity argument. it cannot independently create value, but must be part of creating business value, working with other ISs and organizations.

Q: I would like to ask  $[IT \rightarrow CR \rightarrow BV]$  in the article, what are the full texts of CR and BV?

A: CR is Capabilities required, capacity requirements

BV is Business value, business value

Q: What is the difference between creating value and creating differentiated value?

A: Companies can create new value through copying and imitation, and such value is quite easy to be

To compete, if the company wants to have a relative advantage, it needs to create differentiated value, such as

Differences in management mechanisms, customization, and differences in strategies. The author mentions that if we can use the information

Technology and complementarity, we can create resources and capabilities of differentiation and incomplete mobility, I

They can create differentiated value.

## Week4 Case-2

Q: What is the Definition of BDAC?

A: In the fourth paragraph on page 2: "BDAC is defined as, through sophisticated statistical, computational and visualization tools,

The knowledge, skills and abilities to combine technical and managerial issues to explore the potential of data. "

Q: The author mentions injecting discontinuity into IT value research from the beginning to the end. I would like to ask the author

What is the discontinuity mentioned? Is it just the study of the past? I want to hear what other students have

No other ideas?

A1: You can see the difference between the views after 3.1 and 3.2. Example: Extending the Value of IT, by

Proposing value should not only focus on the financial aspect, not directly point to the tangible benefit orientation, but also include the brand

Value enhancement or technical enhancement.

A2: In the past, it was thought that IT --> CR --> BV, but the author thinks it can be CR --> IT --> BV;

The author believes that business capability needs should be determined first, and then use IT to assist in creating business value.

Teacher A3: This part has always been controversial in the field of MIS, and students can start from this part called Dudu

Thinking about the differences in research literature on IT value before and after 2008.

Q: Which part of BDAC is  $C > IT > V$  in paper1

A: It is IT

Q: What does complementarity mean?

A: Complementarity means that you may only have a little ability, and you can match other people's abilities to reach a higher level.

The possibility of making up for the lack of ability.

Q: How does transparency maximize BDA returns?

A: The knowledge, skills and abilities that can combine technical and managerial capabilities to develop and utilize data embedded in

value potential in, the key pillars of designing a value strategy, using data to support decision making,

thereby establishing their competitive advantage.