UNSW Course Outline

AGSM9152 Digital Strategy (WEB Weekly) - 2024

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General Course Information

Course Code : AGSM9152
Year : 2024
Term : Term 2
Teaching Period : T2
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : AGSM MBA Programs
Delivery Mode : Online
Delivery Format : Standard
Delivery Location : Online - Asynchronous
Campus : Sydney
Study Level : Postgraduate
Units of Credit : 6

<u>Useful Links</u>

<u>Handbook</u> <u>Class Timetable</u>

Course Details & Outcomes

Course Description

NOTE:*This course was previously identified as MBAX9152.*

This course focuses on the role of strategising in the digital era and has three main themes.

1. Why digital strategy matters. We begin with an examination of the strategic role and organisational value of digital technologies, including digitally enabled innovation, and digital transformation and disruption.
2. Current trends and case studies. We then move to consideration of contemporary trends pertaining to digital strategy. We will explore the strategic management of digital technologies required to realise value potential, including current and emerging approaches and frameworks for digital strategising.
3. How to formulate a digital strategy. This final theme of the course revolves around the processes of ideation and drafting of strategy design, and relevant policies, governance and frameworks.

Course Aims

This course will equip students with a deep understanding of the role of digital strategy within organisations as an enabler for maintaining viable and relevant business models and also as a vehicle for driving innovative initiatives.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Describe and apply relevant frameworks, tools and concepts for analysing and constructing a digital strategy.	• PLO1 : Business Knowledge
CLO2 : Analyse and recommend digital business models leveraging the opportunities provided by digitisation.	• PLO1 : Business Knowledge • PLO2 : Problem Solving
CLO3 : Demonstrate knowledge of digital trends and critically analyse their strategic value in the context of digital strategising.	• PLO1 : Business Knowledge • PLO3 : Business Communication
CLO4 : Formulate and deliver a well-structured and professionally presented digital strategy covering key components of industry and business strategy analysis, digital trends and recommendations.	• PLO2 : Problem Solving • PLO3 : Business Communication
CLO5 : Reflect critically about key concepts and issues pertaining to digital strategy and communicate your reflections effectively.	• PLO1 : Business Knowledge • PLO3 : Business Communication
CLO6 : Identify the social, ethical and sustainability aspects of digital strategising and understand their importance to responsible business practices in organisations.	• PLO1 : Business Knowledge • PLO5 : Responsible Business Practice

Course Learning Outcomes	Assessment Item
CLO1 : Describe and apply relevant frameworks, tools and concepts for analysing and constructing a digital strategy.	• Assessment 2: Reflections • Assessment 3: Analyse a digital strategy
CLO2 : Analyse and recommend digital business models leveraging the opportunities provided by digitisation.	• Assessment 1: Participation • Assessment 4: Develop a digital strategy • Assessment 3: Analyse a digital strategy
CLO3 : Demonstrate knowledge of digital trends and critically analyse their strategic value in the context of digital strategising.	• Assessment 1: Participation • Assessment 2: Reflections • Assessment 3: Analyse a digital strategy
CLO4 : Formulate and deliver a well-structured and professionally presented digital strategy covering key components of industry and business strategy analysis, digital trends and recommendations.	• Assessment 4: Develop a digital strategy
CLO5 : Reflect critically about key concepts and issues pertaining to digital strategy and communicate your reflections effectively.	• Assessment 2: Reflections
CLO6 : Identify the social, ethical and sustainability aspects of digital strategising and understand their importance to responsible business practices in organisations.	• Assessment 4: Develop a digital strategy

Learning and Teaching Technologies

Moodle - Learning Management System

Additional Course Information

Course structure

Unit 1, Strategic value of digital technologies, explores the concept of strategic value, including what strategic value entails, how it relates to digital technologies (DT), how organisations can measure it, and ethical considerations in strategic DT use.

Unit 2, Innovating with digital technologies, explores digital innovation and the processes and approaches to innovating with digital technology (DT). While organisations recognise that digital business innovation is the key to their survival and success, they do not necessarily understand what it means to innovate with DT, what are potential approaches to innovation and how to instigate and manage innovation.

Unit 3, Digitally enabled disruption, introduces and examines the notion of digitally enabled

disruption. Newly established companies are challenging the traditional organising logics of incumbent companies and industries through relentless innovation - a process popularly termed 'digital disruption'. What is enabling or giving rise to such disruptive forces? How do new entrants leverage digitisation and digitisation to craft innovative business models? These are some of the questions that we explore in this Unit.

Unit 4, Digitally enabled transformation. Digital disruption is a serious threat to incumbents that has caused turmoil in extant industries. Its impact on industries such as banking and finance, transportation and hospitality, to name a few, has been well-documented. In this Unit, we shift our attention to how incumbents can respond to and counter the threat of digital disruption via digital transformation initiatives. Additionally, we examine the organisation-level implications and imperatives of such digital- transformation initiatives.

Unit 5, Digital platform ecosystem strategy, examines the impact of digitisation on business and society. Digitisation is fundamentally reshaping how consumers and producers interact, how value is created and captured, and how humans organise and work. The continued digitisation has challenged incumbents following a traditional business model, and afforded opportunities to newer ventures.

Unit 6, Strategic digital technology decisions, examines the nature and practical complexities of strategic digital technology decision-making. Strategic decisions are complex. They have the potential to substantially impact organisational performance (for better or for worse), require substantial resources and time to implement, and are difficult to reverse.

In *Unit 7, Frameworks for digital strategising,* we turn the focus to the methods organisations can use to bring more structure and predictability to their digital strategising processes. This structured approach usually begins with setting a high-level strategy, then gradually translating the strategic goals into concrete initiatives.

In *Unit 8, Governance of digital technologies,* we turn our attention to establishing an overarching framework for decision processes. Digital governance is about specifying the decision rights and frameworks related to organisational investment in and use of DT. It determines a clear, transparent process for how different types of DT decisions should be made.

Unit 9, Managing digital services delivery, focuses on the management of digital services including issues associated with the acquisition, sourcing and application of technology and related services.

Unit 10, Trends in digital strategy-making, opens a broader perspective on digital strategy-making and strategising and we will reflect on emerging business and social transformation and the future they are creating.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Assessment 1: Participation Assessment Format: Individual	20%	Due Date: Sundays of Weeks 1 to 10 by 11.59pm Sydney time	• PLO1 : Business Knowledge • PLO3 : Business Communication
Assessment 2: Reflections Assessment Format: Individual	15%	Due Date: Sundays of Weeks 1 to 10 by 11.59pm Sydney time	• PLO1 : Business Knowledge • PLO3 : Business Communication
Assessment 3: Analyse a digital strategy Assessment Format: Individual	35%	Due Date: Monday of Week 10 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication
Assessment 4: Develop a digital strategy Assessment Format: Group	30%	Due Date: Monday of Week 12 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO5 : Responsible Business Practice

Assessment Details

Assessment 1: Participation

Assessment Overview

You will be assessed on your participation in class discussions and/or activities.

Course Learning Outcomes

- CLO2 : Analyse and recommend digital business models leveraging the opportunities provided by digitisation.
- CLO3 : Demonstrate knowledge of digital trends and critically analyse their strategic value in the context of digital strategising.

Assessment Length

Not applicable

Assessment 2: Reflections

Assessment Overview

You will keep a journal reflecting on your learning throughout the course.

Course Learning Outcomes

- CLO1 : Describe and apply relevant frameworks, tools and concepts for analysing and constructing a digital strategy.
- CLO3 : Demonstrate knowledge of digital trends and critically analyse their strategic value in the context of digital strategising.
- CLO5 : Reflect critically about key concepts and issues pertaining to digital strategy and communicate your reflections effectively.

Assessment Length

N/A

Assessment 3: Analyse a digital strategy

Assessment Overview

You will focus on a digital trend, examine (using a digital-strategy lens) how an organisation has adopted that trend and critically evaluate if they have been successful in adopting it.

Course Learning Outcomes

- CLO1 : Describe and apply relevant frameworks, tools and concepts for analysing and constructing a digital strategy.
- CLO2 : Analyse and recommend digital business models leveraging the opportunities provided by digitisation.
- CLO3 : Demonstrate knowledge of digital trends and critically analyse their strategic value in the context of digital strategising.

Assessment Length

1,500 words

Assessment 4: Develop a digital strategy

Assessment Overview

In teams, you will formulate a digital strategy covering key components of industry and business strategy analysis, digital trends and recommendations.

Course Learning Outcomes

- CLO2 : Analyse and recommend digital business models leveraging the opportunities provided by digitisation.
- CLO4 : Formulate and deliver a well-structured and professionally presented digital strategy

covering key components of industry and business strategy analysis, digital trends and recommendations.

- CLO6 : Identify the social, ethical and sustainability aspects of digital strategising and understand their importance to responsible business practices in organisations.

<u>Assessment Length</u>

2,000 words

General Assessment Information

<u>Grading Basis</u>

Standard

<u>Requirements to pass course</u>

Students are expected to attempt all assessment requirements, and must achieve a composite mark of at least 50 out of 100 to pass the course.

Students are also expected to actively engage in course learning activities. Failure to engage in assessment tasks that are integrated into learning activities (e.g. class discussion, presentations) will be reflected in the marks for these assessable activities.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 27 May - 2 June	Topic	Unit 1: Strategic value of digital technologies
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 2 : 3 June - 9 June	Topic	Unit 2: Innovating with digital technologies
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 3 : 10 June - 16 June	Topic	Unit 3: Digitally enabled disruption
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 4 : 17 June - 23 June	Topic	Unit 4: Digitally enabled transformation
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 5 : 24 June - 30 June	Topic	Unit 5: Digital platform ecosystem strategy
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 6 : 1 July - 7 July	Topic	Unit 6: Strategic digital technology decisions
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 7 : 8 July - 14 July	Topic	Unit 7: Frameworks for digital strategising
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 8 : 15 July - 21 July	Topic	Unit 8: Governance of digital technologies
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 9 : 22 July - 28 July	Topic	Unit 9: Managing digital services delivery
	Assessment	Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 10 : 29 July - 4 August	Topic	Unit 10: Trends in digital strategy-making
	Assessment	Assessment 3: Analyse a digital strategy due on Monday by 3pm Sydney time Assessment 1: Participation due on Sunday by 11.59pm Sydney time Assessment 2: Reflections due on Sunday by 11.59pm Sydney time
Week 11 : 5 August - 11 August	Other	Independent Study
Week 12 : 12 August - 18 August	Assessment	Assessment 4: Develop a digital strategy due on Monday by 3pm Sydney time

Attendance Requirements

Students must engage in weekly online asynchronous discussion forums and other activities.

There are some optional webinars or drop-in group video calls (recorded for those who cannot attend).

Course Resources

Prescribed Resources

You have four major resources to help you learn:

1. The course materials, which you will access via your Moodle class. You will do much of your

learning outside the classroom by working through the course materials, and by completing the activities as they arise.

2. Your interaction with your Facilitator. The Facilitator's job is to guide your learning by conducting the online or face-to-face discussion, answering questions that might arise after you have done the week's work, providing insights from their practical experience and understanding of theory, providing you with feedback on your assessments, and directing discussions and debates that will occur between you and your co-participants in the course.

3. Your co-participants. Your course colleagues are an invaluable potential source of learning for you. Their work and life, and their willingness to question and argue with the course materials, the Facilitator and your views, represent a great learning opportunity. They bring much valuable insight to the learning experience.

4. There is a prescribed textbook for this course, and students will be provided with a digital version of this text in Moodle via the VitalSource platform: Peppard, J & Ward, J 2016, *The strategic management of information systems: Building a digital strategy,* 4th edn, John Wiley & Sons, Hoboken.

Course Evaluation and Development

Assessments have been reviewed and revised for Term 2 2024 in response to student feedback.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	Nicola Dorling					No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts

- Student Learning Support Services

Further information is provided on the [key policies and support](#) page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to [UNSW graduate capabilities](#). More information on Coursework PLOs is available on the [key policies and support](#) page. For PG Research PLOs, including MPDBS, please refer to the [UNSW HDR Learning Outcomes](#).

Academic Honesty and Plagarism

As a student at UNSW you are expected to display [academic integrity](#) in your work and interactions. Where a student breaches the [UNSW Student Code](#) with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the [Working with Academic Integrity](#) module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are

also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW Current Students page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW Current Students page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you must apply within 3 working days of the assessment or the period covered by your supporting documentation.
5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.
6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.
7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under "Special Consideration" on the key policies and support page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a [protocol](#) under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to [this page](#).
- Students in the **School of Banking & Finance** should also refer to [this page](#).
- Students in the **School of Information Systems & Technology Management** should also refer to [this page](#).

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly advised to refer to the Class Timetable website for the most up-to-date teaching times and locations.