

IM621: Value Innovation in the Digital Age

(Fall 2012)

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Class Hours	Wednesday 10-12:50 (Chey Jong Hyun Hall A) (8 weeks during Oct. 29 - Dec. 21)
Office Hours	after class or by appointment

Course Overview

This course is intended to explore the power of IT(information technology) in the context of business organizations. More than ever before, IT is a key driver in creating and delivering values(i.e., Value Innovation) for both customers and companies in different industries. Understanding the role of IT in the context of industry dynamics and major players' strategy will help us to cope with challenges from intense global competition and rapid technological changes and to make a firm successful in the end.

This course is designed for future business leaders like you who will get deeply involved with managing IT strategically for your organization's competitive advantage and success in the end. We will examine strategic issues in the IT-driven value innovation process, which include, but not limited to, leadership, definition of business, organizational culture, human resources, etc.

Course Materials

This class will be driven by what is happening in the real business world. To reflect this aspect, various articles from major business periodicals (e.g., *Wall Street Journal*, *Financial Times*, *Fast Company*, *The Economist*, *Fortune*, *BusinessWeek*) will be assigned for class discussions. Most articles will be focused on IT/Internet-driven industries and companies. Assigned readings will be reserved at the library.

Each member of the class is strongly encouraged to follow up current issues in the business world from the major newspapers and business periodicals (or through their websites). I am planning to spend the first twenty to thirty minutes of each class discussing current issues relevant to our course with you. You are always welcome to bring up any latest event of your interest and share your thoughts with the class.

Course Requirements & Grading

Class Participation	50%
Group Paper	40%
Group Presentation	10%

Participation: Your participation in class is essential if we are to fulfill the objectives of this course. Through your active participation as well as diligent and timely attendance, we will be able to make this course far more informative, challenging, interesting, and hopefully a real fun in the end. Your eagerness to be an active and respectful participant will surely create a congenial environment of learning from one another.

The motivation for participation is to share your ideas and thoughts with others. Furthermore, it is your verbal skills to be crucial for your communication with other people as a competent executive. Yet there is no need to speak in every session. Quality of your participation is far more important than quantity. I will make prudent evaluation on your preparation for class, whether you are a good listener, the quality and relevance of your opinions, the ability to improve our understanding on the issues by clarifying and highlighting the important aspects of other comments, and delivery of insightful and persuasive arguments on the issues of our interest.

You must attend every session to participate in the class activities. Since this course has only eight weeks, there will not be much room for any excused absence, with only exception of generally acceptable personal emergencies.

Group Presentation & Paper: Two members of the class will be asked to form a group for the group project. Each group will make a 15-minute presentation during the last week of the course and submit a formal strategic report. Details of the group project will be discussed in class.

Course Schedule & Contents

※ For Your Reference:

- ◆ The World's 50 Most Innovative Companies (Fast Company, Mar. 2012)
- ◆ The World's Most Admired Companies (Fortune, Mar. 19, 2012)

Week 1 (October 29 & 31)

Course Introduction & Discussion of the Syllabus

Readings:

1. OPENTABLE: Your Table is Waiting (Fortune, Oct. 8, 2012)
2. Finding Her Fit: TRUE & CO. (Fortune, Oct. 8, 2012)
3. Where the Women Are: Online (Fortune, Oct. 8, 2012)

Week 2 (November 7)

Thoughts on Profit Formula & "Why are some firms prospering while others are failing even in the same environment?"

Readings:

1. Great Ideas are Hard to Come By (Fortune, Apr. 9, 2012)
2. Think Different for Innovation (Economist, Aug. 11, 2011)
3. Fail Often, Fail Well (Economist, Apr. 16, 2011)
4. Simplify & Repeat (Economist, Apr. 28, 2012)
5. The Magic of Good Service (Economist, Sept. 22, 2012)
6. KAYAK Takes on the Big Dogs (Fortune, Oct. 8, 2012)
7. More Than a Place to Crash: AIRBNB (Fortune, May 21, 2012)

Week 3 (November 14)

Readings:

1. The Death of Cash (Fortune, July 23, 2012)
2. Shopping & the Internet (Economist, Feb. 25, 2012)
3. High Tech's Fashion Model: BURBERRY (Fortune, June 11, 2012)
4. BURBERRY Goes Digital (Economist, Sept. 22, 2012)
5. ZAPPOS's Silent Founder: Nick Swinmurn (Fortune, Oct. 29, 2012)
6. ALIBABA: China's King of E-Commerce (Economist, Jan. 1, 2011)

Week 4 (November 21)

Readings:

1. The Future of Reading (Fortune, Mar. 1, 2010)
2. Online Newspapers (Economist, Mar. 17, 2012)
3. What the Hell is Going on with TV? (Fortune, Jan. 11, 2011)
4. Businessperson of the Year 2010: Reed Hastings of NETFLIX (Fortune, Dec. 6, 2010)
5. HULU's Network Drama (Fortune, Sept. 3, 2012)

Week 5 (November 28)

Readings:

1. IBM: 1100100 & Counting (Economist, June 11, 2011)
2. IBM's New CEO Looks Ahead (Fortune, Oct. 8, 2012)
3. 3D Printing: The Printed World (Economist, Feb. 12, 2011)
4. Interview with XEROX CEO Ursula Burns (Fortune, May 3, 2010)
5. Rebooting Their Systems: Dell & HP (Economist, Mar. 11, 2011)
6. How HP Lost Its Way (Fortune, May 21, 2012)

Week 6 (December 5)

Topics:

Readings:

1. How Tim Cook is Changing APPLE (Fortune, June 11, 2012)
2. The Problem with MICROSOFT (Fortune, Apr. 11, 2011)
3. Marissa Mayer: Ready to Rumble at YAHOO (Fortune, Oct. 29, 2012)
4. GOOGLE's Takeover of MOTOROLA Mobility (Economist, Aug. 20, 2011)
5. FACEBOOK: Work in Progress (Economist, Aug. 4, 2012)
6. NOKIA at the Crossroad (Economist, Feb. 12, 2011)
7. Over-the-Top Phone Service (Economist, Aug. 11, 2012)

Week 7 (December 12)

Readings:

1. The Great Tech War of 2012 (Fast Company, Nov. 2011)
2. Generation Flux (Fast Company, Feb. 2012)
3. Secrets of Flux Leader (Fast Company, Nov. 2012)
4. mHealth (Fast Company, Feb. 2012)
5. NIKE's New Marketing MOJO (Fortune, Feb. 27, 2012)

Week 8 (December 19)

※ The final session is subject to change due to the Presidential Election.

Group Presentation & Wrap-up