University of
Strathclyde
Business
School

Managing Digital Transformation

Six-week online executive
education programme

Managing Digital Transformation

The challenge

Digital transformation is a mega-trend changing how governments, organisations and individuals live and work around the world. Referred to sometimes as Industry 4.0 or the second machine age, the macro-process of digital transformation is disrupting the status quo of organisational performance across sectors. Digital Transformation is unlocking new sources of value creation, efficiency and competition to your business, bringing together cloud computing, big data, the Internet of Things (IoT), artificial intelligence (AI) and machine learning.

Crucially, digital transformation now features at the top of the priority list of both opportunities and threats for organisational leaders. However, strategic responses remain highly varied as management teams struggle to understand and harness the possibilities of digital transformation. This phenomenon highlights a second, key interpretation of digital transformation as an organisational process that, according to how we approach it, can give varied organisational outcomes.

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Our response

To ensure business executives are ready to successfully contribute to, or lead an organisation's response to digital transformation. Strathclyde Business School has developed a series of six online executive education programmes. These programmes can be studied on a standalone basis, or combined with a capstone project to achieve an MSc in Digital Transformation.

Managing Digital Transformation is the first in this new series and is a six-week online executive education programme. It will challenge you and develop your ability to fully respond to key questions such as:

› What are the characteristics and implications of digital transformation as a mega trend?
› What are the strategic implications for organisations of digital transformation and what does it mean for my organisation?
› How should organisational change and technological innovation feature in digital transformation initiatives?
› How can we appraise the readiness of organisations to respond to digital transformation?

Who should study Managing Digital Transformation?

If you are in a role which contributes to, influences or leads on digital transformation in an organisation, then this programme is for you.
Our expectation is that you will be an established mid to senior manager with clear areas of responsibility. Examples include executives in charge of a business unit, strategy directors or functional managers (Finance, Operations etc).

What you will learn over the six weeks of study

Managing digital transformation introduces you to the terminology, possibilities and strategic rationale of managerial and operational responses to digital transformation.
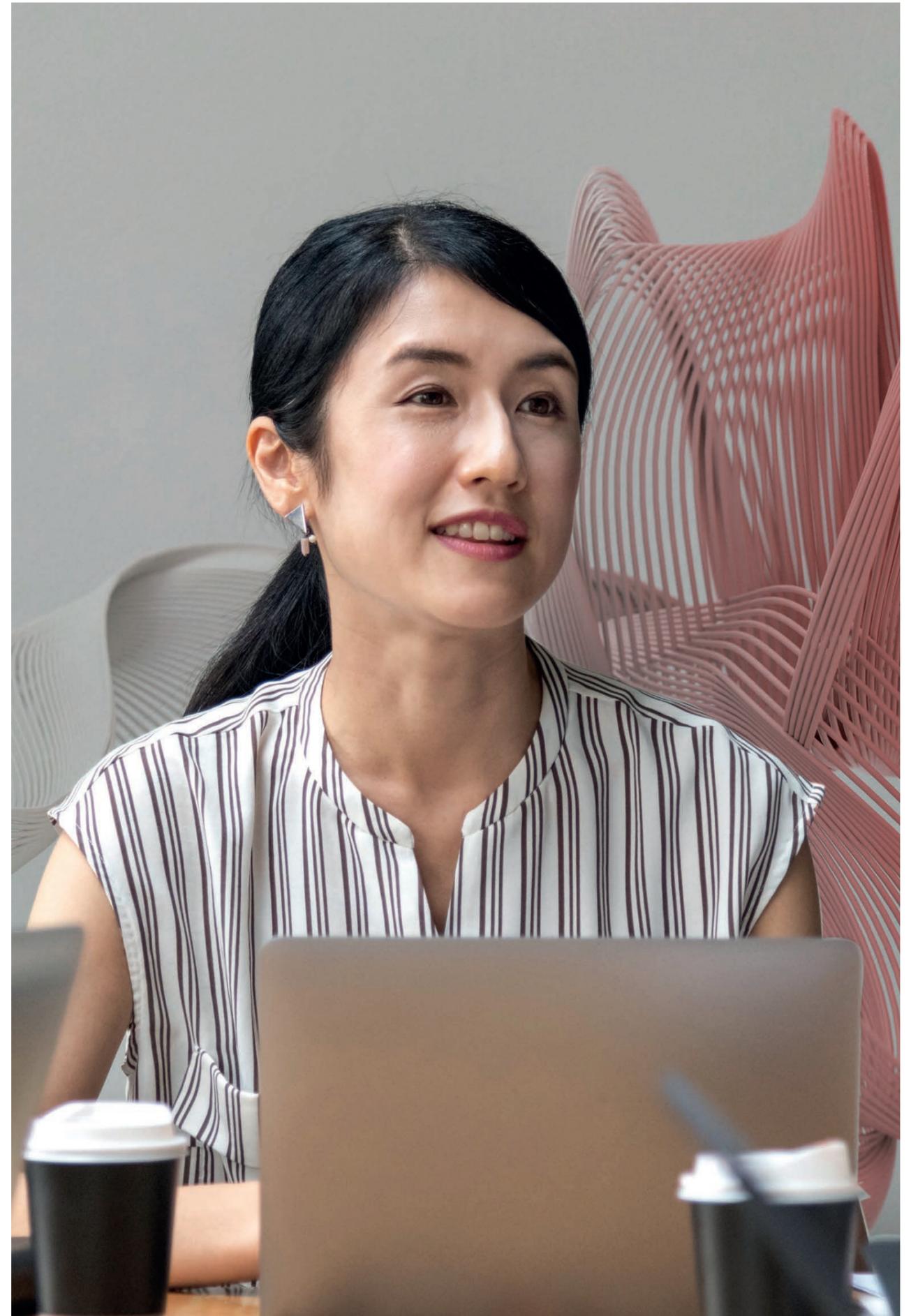
The mega-trend of digital transformation is first examined to familiarise you with the environmental drivers – social and technological – behind the rise of digital transformation. Key technological advances powering digital transformation as a Global phenomenon are introduced, including elastic cloud computing, big data & analytics, the internet of things (IoT), artificial intelligence (AI) and machine learning. Social implications for work and life are examined, and examples explored as to how digital transformation is already reshaping nations, sectors, organisations and individuals.

Applications of digital transformation are examined in relation to:
› Efficiency technologies – delivering discontinuous operational performance improvements and cost reductions (e.g. cloud computing)
› Connectivity technologies- delivering new ways to connect and build networks, and enable information flows (e.g. 5G and IoT)
› Trust disintermediation technologies – finding new ways to manage risk, security and commercial interactions (e.g. block chain)
› Automation technologies – creating expert automated responses, services and capabilities in all areas of human endeavour insight (e.g. artificial intelligence and machine learning)

At an organisational level, strategic enablers and barriers to digital transformation are reviewed, and key dimensions of digital intensity and organisational change capacity are discussed. Options for engaging with digital transformation – through technological, open, strategic and platform modes of innovating – are examined. Bringing the above insights together, how to appraise strategic readiness to respond to digital transformation is considered. Students are introduced to a practical methodology for evaluating strategic and operational digital transformation readiness in an organisation. Insights from this methodology can then be used to identify digital transformation initiatives insights for inclusion in strategising.

Students are introduced to a practical methodology for evaluating strategic and operational digital transformation readiness.

Your learning outcomes

In summary:
1. You will be able to identify, appraise and prioritise strategic digital transformation initiatives for an organisation
2. You will be fully immersed in the terminology, possibilities and strategic rationale of possible responses to digital transformation, in order that you emerge as a credible management practitioner.
3. Consequently, you will be conversant in the concept, characteristics and history of digital transformation as both a mega-trend and a strategic focus in an organisation.

Key benefits to your organisation
1. Develop an understanding of the organisational and institutional implications of possible future developments in digital technologies
2. Build a personal capacity in communicating with and educating others about digital transformation at strategic and operational levels, and with a variety of stakeholder groups
3. Demonstrate capacity to innovate with business processes, business models and operational approaches through the application of digital technologies
4. Enhance ability to challenge others about their knowledge and openness of digital transformation potential for an organisation
5. Demonstrate strategic decision-making and influencing skills in relation to digital transformation options

Personal benefits to you
1. You will develop appraisal skills and judgement in evaluating organisational potential to engage with major strategic change
2. You will understand the impact of macro-level change on organisational priorities
3. You will gain enhanced ability to think logically, analytically and critically.
4. You will gain enhanced ability to construct and communicate persuasive arguments for organisational level change

Our approach to teaching and learning

A range of approaches are used in the online delivery of Managing Digital Transformation. Blended learning approaches draw on online delivery of materials, in class discussion through webinars, practitioner guest lectures/virtual in-class involvement, directed reading, student library and web-based research and group working. Online learning resources will introduce each of the topics covered during your studies covering general principles, practitioner perspectives and practical examples. Virtual in-class experience will focus on discussion of strategic implications, applied methodology and the future of practice. Directed reading and personal research will be encouraged to help students engage with the very latest developments in this rapidly evolving field.

Key information and how to apply

Managing Digital Transformation is a six-week online programme which starts on **1 March 2021**.

Total course fees are £1,450 and are payable on registration. For further details on fees, instalment options and alumni discounts please contact **exec.education@strath.ac.uk**

or to book a place visit:
https://onlineshop.strath.ac.uk/conferences-and-events/ strathclyde-business-school/management/managing-digital- transformation

Managing Digital Transformation Academic lead

Professor Dave Mackay
PhD MEng Dipl Man FHEA

Dave is a Professor of Strategy and Academic Director of the MBA at the University of Strathclyde Business School. Previously, he has been an owner/director in a successful consultancy start-up and held production engineering and department management roles in Procter and Gamble's Product Supply division.

Dave completed a PhD in Strategic Management based on research exploring the practice of strategy implementation. He has a continuing research interest in methods, digital technologies and processes that enable effective strategy practices and leadership. He is co-author of a major new strategy textbook, "Strategy: Theory, Practice, Implementation", published by Oxford University Press in 2020.

In recent years, Dave has consulted with a range of corporate clients including Manchester City FC, Royal Bank of Scotland, William Grant and Sons, Standard Life, DC Thomson, Denso, Babcock International Group, Morgan Stanley and Johnson & Johnson. In 2018, he designed and facilitated two phases of Oman Vision 2040, working with stakeholders from across the Sultanate in setting national objectives. He has supported numerous SMEs and a wide range of public sector and charitable organisations and is a board member of CChange, an assisted living charity.

Dave is a fellow of the Higher Education Academy and was voted 'Best Overall Lecturer' at the University Strathclyde teaching awards in 2011. He has taught strategy for universities including Strathclyde, Lancaster, Stirling, St Andrews and Edinburgh. Dave has experience teaching, consulting and partnering internationally in locations including the USA, India, Hong Kong, Malaysia, Singapore, Oman, Bahrain, Jordan and the UAE.

Our programmes are designed to fully engage participants in peer to-peer learning and to provide access to relevant and impactful guest speakers, case studies and examples from the business world.

About Strathclyde Business School

Strathclyde Business School (SBS) was founded in 1948 and is a pioneering, internationally renowned academic organisation with a reputation for research excellence.

One of four faculties forming the University of Strathclyde, SBS is a triple accredited business school (AMBA, EQUIS and AACSB accreditation) and was the first business school in Scotland to achieve this accolade in 2004.

More recently, SBS was awarded the Small Business Charter Gold Award – one of only five institutions in the UK to hold this award - which recognises the business school's world-leading support for scaling Scottish firms through innovation, internationalisation and leadership.

Executive Education at Strathclyde Business School

Our Executive Education programmes are firmly built around research about how senior managers and leaders learn. Our programmes recognise that leaders learn best by 'doing'. This means our programmes are designed with fully integrated action learning elements providing participants with opportunities to immediately put their new knowledge into practice.

Our programmes are designed to fully engage participants in peer to-peer learning and to provide access to relevant and impactful guest speakers, case studies and examples from the business world. Private and third sector examples are used to illustrate and ground conceptual frameworks in best practice while toolkits and techniques, bring them to life and making them relevant.

Delivered in our custom-built Executive Education suite and/or virtually, our facilities, learning platforms and our attention to customer service create a context where senior managers have a learning experience tailored to their needs.