JINDAL GLOBAL BUSINESS SCHOOL
INDIA'S FIRST MULTI-DISCIPLINARY GLOBAL BUSINESS SCHOOL

O.P. Jindal Global University
A Private University Promoting Public Service
NAAC Accreditation - 'A' Grade

Jindal Global Business School
Course Outline

Course Title	Digital Transformation Strategy for Enterprises
Core or Elective	Elective
Program and Batch	MBA-2025, IBM-2022, IBM-2023
Semester & Academic Year	Fall 2026
Credits	1.5
Discipline/Area	IS & Analytics
Provide details if this course is a Prerequisite for any course/specialization	NA
Name of the Faculty Member/Course Instructor	Prof. Biplab Bhattacharjee
Contact Details of the Faculty Member	Prof. Biplab Bhattacharjee Email: bbhattacharjee@jgu.edu.in
Contact Details of Support Staff	jgbs-eo@jgu.edu.in
Faculty Member's Open Office Day/s & Time	TBD

Introduction to the Course

The COVID-19 pandemic acted as a historic inflection point, accelerating digital transformation across industries at a pace far exceeding that seen during the 2008–2009 financial crisis. In the years following the pandemic, digital transformation has evolved beyond mere adoption of technologies into a strategic imperative driven by intelligent, adaptive, and autonomous systems. Today, enterprises are not only digitizing processes but are fundamentally reimagining their business models using advanced technologies such as Generative AI (GenAI), Large Language Models (LLMs), Agentic AI systems, and data-driven platforms.

As organizations navigate an increasingly volatile, uncertain, complex, and ambiguous (VUCA) environment, the role of digital technologies has expanded from being enablers to becoming core drivers of innovation, resilience, and competitive advantage. Technologies such as SMACIT (Social Media, Mobile, Analytics, Cloud, and Internet of Things), along with emerging capabilities like digital twins, edge computing, and immersive

technologies (AR/VR), are now being augmented by AI-powered systems capable of autonomous decision-making, real-time learning, and human-like interaction.

In particular, the rise of GenAI and LLMs has transformed how organizations create value—enabling intelligent automation of knowledge work, hyper-personalized customer engagement, rapid content generation, and enhanced decision intelligence. Agentic AI systems further extend this paradigm by enabling goal-driven, semi-autonomous agents that can plan, execute, and adapt business processes with minimal human intervention. These developments are reshaping organizational structures, workflows, and skill requirements, making digital strategy more dynamic and continuously evolving.

In the post-pandemic and AI-driven era, digital technologies are no longer "good to have" but "mission-critical" for survival, growth, and long-term sustainability. However, the indiscriminate adoption of technology without strategic clarity often leads to suboptimal outcomes. Organizations must move beyond technology-centric thinking toward a purpose-driven digital transformation strategy that aligns with business objectives, delivers measurable value, and ensures a sustainable return on investment (RoI).

A robust digital transformation strategy is therefore not defined by the technologies available, but by the organization's vision, strategic intent, and its ability to orchestrate digital capabilities to achieve meaningful business outcomes. It requires integrating digital initiatives with broader organizational strategy, governance frameworks, and cultural transformation.

This course adopts a practitioner-oriented perspective to explore digital transformation in the contemporary AI-driven landscape. It focuses on developing a digital vision, leveraging AI and emerging technologies for strategic advantage, redesigning business processes, and effectively implementing transformation initiatives at scale. The course also addresses critical issues such as ethical AI, data governance, cybersecurity, and the future of work in an increasingly automated world.

Delivered through case-based discussions, simulations, industry interactions, and real-world applications, the course equips participants with the strategic thinking and practical tools required to lead digital transformation initiatives in modern enterprises.

Course Learning Objectives

At the end of the course, students should be able to

1. CLO1- To recognize the value creation from a digital transformation exercise in organizations
2. CLO2- To appraise the nature of disruption in enterprises as a consequence of digital transformation
3. CLO3- To evaluate the impact of digital transformation in organizations
4. CLO4- To make sense of the relevance of delivering ROI from the digital transformation projects

Programme Competency Goals

MBA Programme Competency Goals	MBA Programme Learning Objectives (PLOs)

(PCGs)		Students will be able to
1	**Technological Agility:** Ability to adopt relevant techniques and tools for better business decision making.	1. Understand relevant business technologies
		2. Apply relevant methods to address business issues
2	**Responsible Global Citizenship:** Ability to understand the interplay between local and global issues and to act with sensitivity towards ethical and social issues	3 Understand the interplay between local and global business issues
		4. Demonstrate sensitivity towards ethical issues
		5. Demonstrate sensitivity towards social issues
		6. Address societal issues
3	**Effective communication:** Ability to effectively exchange ideas and information	7. Present their ideas with clarity
		8. Prepare an organized and logical business document
		9. Use technology for effective communication
4	**Critical Thinking:** Ability to identify, analyze business problems and propose effective solutions	10. Identify main issues of business problems
		11. Examine information from different sources
		12. Draw inferences from analysis
		13. Evaluate alternatives
		14. Summarize and conclude
5	**Leadership:** Ability to take initiative, inspire and collaborate with others	15. Take initiative
		16. Contribute effectively in groups

PLO-PCG Assessments Mapping Matrix

Program Learning Objectives (PLOs)	**Program Competency Goals (PCGs)**	**Course Assessment Item**
This course helps you to develop the following Program Learning Outcomes:	This course helps you to develop the following Program Competency Goals:	This learning outcome will be assessed in the following items
PLOs 1 and 2	PCGs 1	A1
PLOs 7 and 8	PCGs 3	A2
PLOs 15 and 16	PCGs 5	A3

PLOs 10, 12 and 13	PCGs 4	A4

Evaluation Schema

The course grade will be determined based on:

Assessment Task	Weightage (Percentage)	Nature (Individual/Group)	Week of Assessment	PLOs to be Assessed
A1: Class Participation	10%	Individual	Week 2, Week 4 (2 assessments)	PLOs 1 and 2
A2: Strategy-in-Action Exercise	25%	Individual	Week 6	PLOs 7 and 8
A3: Group Project-Proposal Stage	15%	Group	Week 3(1 project proposal)	PLOs 15 and 16
A4: Group Project-Final Presentation	20%	Group	Week 7 (1 final presentation)	PLOs 15 and 16
A5: Endterm Examination	30%	Individual	In Examination Week	PLOs 10, 12 and 13

Description of Assessments:

A1-Class participation: Students are evaluated on their level of involvement during class discussions and activities.

A2-In-class Activity: Individual based in-class activity will be used to promote active participation of students in class. The purpose of in-class activity is to inculcate the ability to evaluate how digital transformation can be used to solve a business problem.

A3-Group Project: The purpose the project is to provide students with in-depth hands-on experience of implementing digital transformation strategy for a selected business organization. The project requires the students to utilize the technical skills and knowledge acquired as part of the course.

A4-End-term Exam: The end-term will assess the overall understanding of students about Digital Transformation Strategy from the perspectives of implementation, application, and implications.

Rubrics for Assessments: NA

Teaching Method

The course will have a judicious mix of lectures, in class discussions, hands-on practice, and assimilation exercises. The onus of learning will lie with the students, with in-class discussions, hands-on exposure, and project-work giving them the opportunity to learn.

Textbook / Other Readings

Textbook:

a) *Leading Digital: Turning Technology into Business Transformation* by *Westerman, Didier Bonnet Andre McAfee*, *1st Edition, Harvard Business Review Press*

Additional Books / Readings:

•V. Sambamurthy and Robert W Zmud, Guiding the Digital Business Transformation : an executive agenda, V. Sambamurthy and Robert W Zmud, 2nd Edition, Legerity Digital Press

• Axel Uhl and Lars Alexander, Digital Enterprise Transformation: A Business Driven Approach to Leveraging Innovative IT, Routledge, 1st Edition, 2014

CASES:

1. Avery, Jill. "The Tate's Digital Transformation." Harvard Business School Case 314-122, April 2014. (Revised July 2017.)
2. Srinivasan R, Amar Saxena, Apollo Hospitals: The Journey of Digital Transformation. Harvard Business School Case IMB965-PDF-ENG

Session Plan

Session Details	Topics	PLOs Covered
Session 1	Foundations of Digital Transformation in the AI-Driven Era	PLOs: 1 and 2
Objective of the session	To build a foundational understanding of digital transformation by distinguishing between digitization, digitalization, and transformation, and to examine how emerging technologies (SMACIT and AI-driven systems) are reshaping business strategy and value creation	
Subtopics to be covered	• Evolution of Digital Technologies • Difference between Digitization, Digitalization, and Digital Transformation • SMACIT framework	
Readings	Pre-read: Chapter 1 from TB1	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	
Session 2	Becoming a Digital Master: Strategy, Capabilities, and Leadership	PLOs: 1,2 and 10
Objective of the session	To understand the characteristics of digitally mature organizations and examine how technology adoption ("what") and leadership-driven transformation ("how") enable firms to become digital masters.	
Subtopics to be covered	• Concept of Digital Master • What of technology • How of leading change	
Readings	Pre-read: Chapter 1 from TB1	
Case Title & Number	N/A	
Pedagogy	Hands on session	

Session 3	Digital Transformation Roadmap and Maturity Models	PLOs: 1,2 and 10
Objective of the session	To analyze the stages of digital transformation maturity and develop a structured roadmap for achieving digital mastery in organizations.	
Subtopics to be covered	• Four levels of Digital Mastery • Roadmap to digital mastery	
Readings	NA	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	
Session 4	Transformation challenges and making Digital journey successful	PLOs: 1, 2, 10
Objective of the session	To describe the various challenges associated with digital transformation journey and provide steps on how to make this journey a success	
Subtopics to be covered	• Common Pitfalls in Digital Transformation • Change Management and Organizational Resistance • Key Success Factors and Best Practices • Strategic Alignment and Visioning • Leadership Role in Transformation	
Readings	N/A	
Case Title & Number	Avery, Jill. "The Tate's Digital Transformation." Harvard Business School Case 314-122, April 2014. (Revised July 2017.)	
Pedagogy	Lecture and discussion	
Session 5	Digital disruption and value creation	PLOs: 1, 2, 10
Objective of the session	To demonstrate how these digital technologies are the sources of disruption and value creation in enterprises	
Subtopics to be covered	• What is Digital Disruption? • Case Studies on Disrupted Industries (e.g., Retail, Taxi, Entertainment) • Frameworks for Value Creation (Porter's Value Chain, Digital Value Loops)	
Readings	Pre-read: Chapters 1, 2 and 9 from TB1	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	

Session 6	Crafting Digital Vision and Strategic Alignment	PLOs: 1, 2, 10
Objective of the session	To develop an understanding of how organizations formulate a compelling digital vision and align it with business strategy using frameworks	
Subtopics to be covered	• Three Dimensions of Digital Vision • McKinsey's 7s framework	
Readings	N/A	
Case Title & Number	Srinivasan R, Amar Saxena, Apollo Hospitals: The Journey of Digital Transformation. Harvard Business School Case IMB965-PDF-ENG	
Pedagogy	Lecture and discussion	
Session 7	Domains of Digital Transformation: Strategic Levers of Change	PLOs: 2, 10, 13
Objective of the session	To examine the key domains of digital transformation and evaluate how organizations leverage these domains to drive competitive advantage and innovation.	
• Subtopics to be covered	• Customers • Competition • Data • Innovation • Value	
Readings	Pre-read: Chapters 1, 2 and 9 from TB1	
Case Title & Number	Srinivasan R, Amar Saxena, Apollo Hospitals: The Journey of Digital Transformation. Harvard Business School Case IMB965-PDF-ENG	
Pedagogy	Lecture and discussion	
Session 8	Digital consumer behaviour and their expectations	PLOs:2 and 10
Objective of the session	To understand the ever-evolving consumer behaviour and expectations of digital consumers	
Subtopics to be covered	• Personalization and Predictive Analytics • Customer Experience Design (CX) • Omnichannel and Mobile-First Behaviour • Role of Data in Shaping Consumer Experiences	
Readings	Class handouts	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	

Session 9	Enterprise Technologies as Competitive Strategy Enablers	PLOs:2 and 3
Objective of the session	To evaluate how enterprise technologies such as cloud computing, ERP, and process automation enable organizations to build competitive strategies and enhance operational efficiency.	
Subtopics to be covered	• Cloud computing • Business Case: Cloud Services Adoption • Business Process automaton and ERP	
Readings	Class Handouts	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	
Session 10	Guest Lecture	PLOs: 12, and 13
Objective of the session	Guest Speaker: Mr Arpit Bajpai, SAP Solution Architect, HCL Technologies	
Subtopics to be covered	• Real-world Applications of Digital Transformation Using SAP • Aligning Enterprise Architecture with Business Strategy • Leveraging ERP and SAP Platforms for Digital Innovation • Digital Core and Intelligent Enterprise Framework • Industry 4.0 Use Cases and Integration with SAP S/4HANA • Challenges and Best Practices in Driving Large-Scale Transformation	
Readings	Class Handouts	
Case Title & Number	NA	
Pedagogy	Industry talk by practitioner	
Session 11	Preparing businesses to become data driven	PLOs: 8, 10, and 12
Objective of the session	To demonstrate on how to prepare enterprises to become data driven organizations	
Subtopics to be covered	• Data Strategy and Governance • Building a Data-Driven Culture • Role of Analytics in Business Transformation • Examples of Data-Driven Decision Making	

Readings	Class handouts	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	
Session 12	Intelligent Automation and Agentic AI in Business Strategy	PLOs: 13, and 15
Objective of the session	To explore how automation and agentic AI systems are reshaping organizational strategy, and to assess strategic responses required for managing AI-driven digital disruption.	
Subtopics to be covered	• Automation • Agentic AI	
Readings	Class handouts	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	
Session 13	Digital transformation value delivery and ROI	PLOs: 12, 13, and 15
Objective of the session	To demonstrate the value delivery in enterprises by implementation of a digital transformation strategy	
Subtopics to be covered	• Measuring ROI in Digital Projects • Performance Metrics and KPIs • Cost-Benefit Analysis of Tech Investments • Real-life Case Studies of Value Delivery	
Readings	Class handouts	
Case Title & Number	N/A	
Pedagogy	Lecture and discussion	
Session 14	Group presentation	PLOs: 12, 13, and 15
Objective of the session	Group assignments presentations and course wrap-up	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	Reflection and student group presentation	
Session 15	Reading & Revision Week/ Examination Week*	PLOs: 12, 13, and 15
Objective of the session	NA	
Subtopics to be covered	NA	
Readings	NA	
Case Title & Number	NA	
Pedagogy	NA	

*Elective Endterm Examinations may take place in the last week of classes.

Disability Support

JGU endeavours to make all its courses accessible to students. The Disability Support Committee (DSC) has identified conditions that could hinder a student's overall wellbeing. These include physical and mobility-related difficulties, visual impairment, hearing impairment, mental health conditions, and intellectual/learning difficulties, e.g., dyslexia and dyscalculia. Students with any known disability needing academic and other support are required to register with the Disability Support Committee (DSC) by following the procedure specified at **https://jgu.edu.in/disability-support-committee/**

Students who need support may register any time during the semester up until a month before the end semester exam begins. Those students who wish to continue receiving support from the previous semester, must re-register within the first month of a semester. Last-minute registrations and support might not be possible as sufficient time is required to make the arrangements for support.

The DSC maintains strict confidentiality about the identity of the student and the nature of their disability and the same is requested from faculty members and staff as well. The DSC takes a strong stance against in-class and out-of-class references made about a student's disability without their consent and disrespectful comments referring to a student's disability.

All general queries are to be addressed to **disabilitysupportcommittee@jgu.edu.in**

Disclaimer: This course outline including assessments, mode, nature and weightage of assessments, sessions, sequence of sessions and/or readings may be revised during the semester if such need arises.