



**MiM 2024-2025**

1 credit

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## Technology in Organizations

### Introduction

“Every company is now a software company,” said Satya Nadella, the CEO of Microsoft, at the Mobile World Congress in 2019. CEOs of companies across diverse industries, from automotive to banks to retail to healthcare, have made similar statements in recent years. Discounting the hype, this signals a significant shift in the role that digital technologies play in today’s business. Long gone the days when technology was a mere support function, developed and managed by the IT department. Consequently, business leaders from all areas increasingly have to take an active role in decision making about and managing digital technologies.

This class is designed to expose you—as future business leaders—to the major themes in the field of digital technologies. We will explore how digital technologies enable new ways of doing business and how you as future business leaders can develop and manage the capabilities needed to not only survive but thrive in this increasingly interconnected world.

### Objectives

Upon completing this course, you will be able to:

- take an active part in digital (and technological) decision making processes,
- understand the basic architecture and use cases of strategic digital technologies, such as AI,
- understand the need for protecting and securing information systems and managing privacy issues, and
- evaluate the potential of emerging technologies to solve business problems.

### Learning Outcomes

RA12. Equip students with learning skills that enable them to continue studying independently and self-directedly.

RA1. Possess and comprehend knowledge that provides a basis or opportunity to generate original ideas in the development and application of concepts, often within a research context.

RA19. Enable students to apply acquired knowledge and solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.

RA11. Enable students to integrate knowledge and address the complexity of making judgments based on incomplete or limited information, including reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

RA20. Enable students to communicate their conclusions, along with the knowledge and rationale supporting them, to both specialized and non-specialized audiences clearly and unambiguously.

RA21. Listen, understand, and compare differing viewpoints to develop an objective understanding of a business situation. Communicate in a structured and persuasive manner (Interpersonal communication).

RA13. Work effectively in multicultural teams, assuming project leadership when necessary. Integrate the value of diversity into the team's decision-making and work process (Multicultural teamwork skills).

RA14. Critically evaluate information and the context of a business situation to reach prudent decision-making conclusions (Critical thinking).

RA22. Acquire self-knowledge and self-control necessary to work effectively under pressure in professional environments, understanding others' motivations and the corporate culture (Emotional intelligence).

RA2. Apply well-established ethical criteria in business decision-making, respecting the inherent dignity of each individual and the pursuit of the common good. (Integrity)

RA15. Develop a proactive mindset open to organizational change to design and promote process improvement initiatives and facilitate adaptability to new organizational cultures (Innovative spirit).

RA3. Identify relevant data to diagnose a business problem and generate sensible decision alternatives.

## **Content**

The course is organized along the main phases of the technology management lifecycle: define the problem or need, refine and test key assumptions, develop and deploy new technology solutions, and manage risks, such as cybersecurity and privacy. In each session, we will focus on one of the phases and explore key decisions and methodologies you will need to make/use as a digital transformation project lead/team member. To do so, we will use cases, simulations, mini-workshops, and interactive discussions based on live cases.

## **Instructional Activities**

AF1: Training sessions and meetings with the teacher (classes, seminars, lectures, tutorials, company visits, simulations): 10hrs

AF2: Individual student work (personal study, preparation of assignments): 14hrs

AF3: Teamwork (preparation of group assignments and execution of simulations): 5hrs

AF4: Evaluation tests: 1hrs

## **Evaluation**

SE2 (Written work): 10%

SE3 (Written exam): 70%

SE4 (Class participation): 20%

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.