TU-E4310 Digital Business Management

Assignments
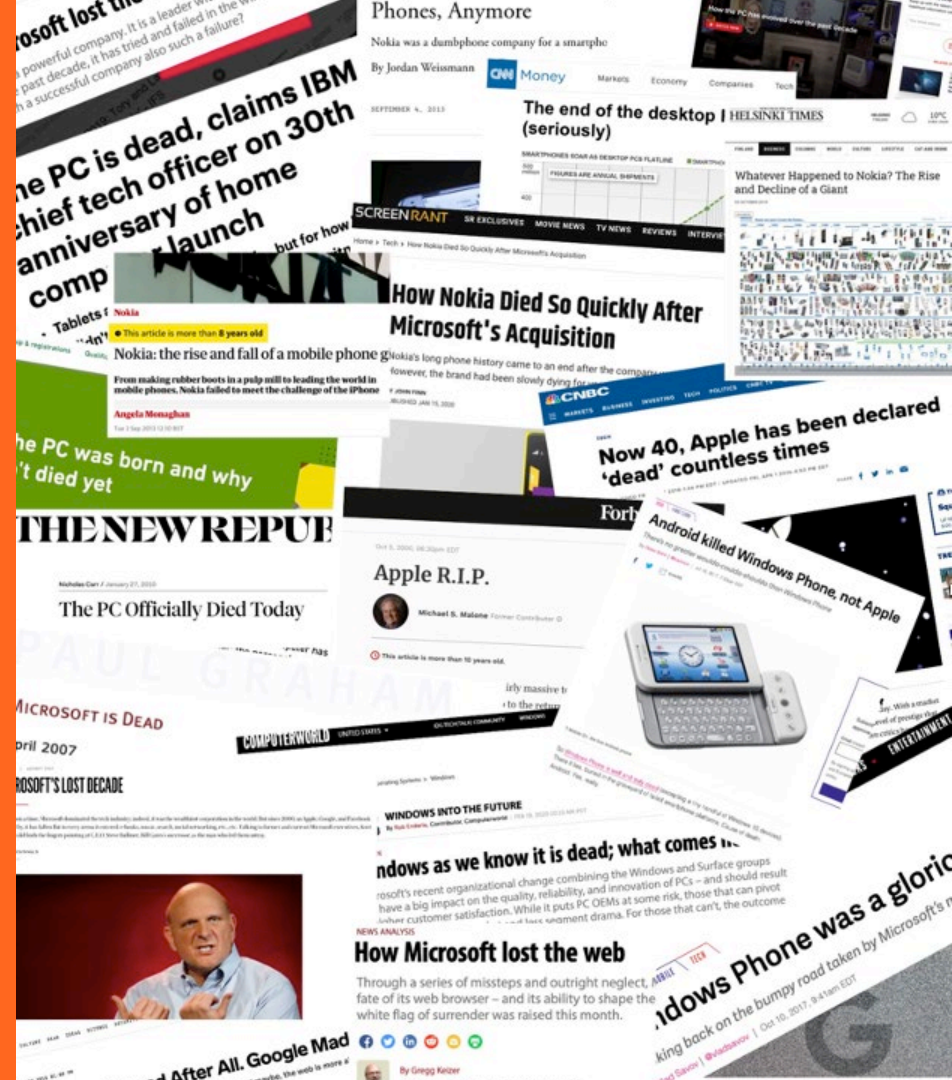
OP Mutanen

2.11.2023

Group Assignment:

The Once and Future Kings of Personal Computing and Communication

Overall Description

In this assignment you are tasked with analyzing <u>three (3) major disruptions</u> in Digital Business (+ 4th viewpoint on future):

1. How <u>Microsoft</u> gained a dominant position in personal computers (and <u>Apple</u> failed)?

2. How <u>Nokia</u> gained a dominant position in mobile phones (and <u>Microsoft</u> and others failed)?

3. How <u>Google</u> and <u>Apple</u> gained a dominant position in smartphones (and <u>Nokia</u> and <u>Microsoft</u> failed)?

4. And last, to provide your own analysis for the <u>best bet of what is the current or upcoming technological life cycle</u> that a competitor could ride <u>to replace the current kings</u> of personal computing. <u>What next?</u>

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Structure

- **50% of the overall grade**

- **Groups (4-5 persons) formed in MyCourses;**
  - Initial 5 members may be expanded later, if needed

- **A reading package provided in MyCourses**
  - Seeking other information strongly encouraged
  - Statista.com!

- **INTERMEDIATE REPORT on Case Timelines, DL 21.11:**
  - Collect information on the development of the case firms and the relevant technologies, markets, businesses, and industries from the duration of the three disruptions described in the group assignment.

- **FINAL REPORT DL 18.12 (23:00)**
  - Evaluation is based on this.

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Next steps…

1. Get into a Groups (→ Group Choice, MyCourses, DL 5.11)

- IMPORTANT: Being in a group → you're are active on the course!

2. Get familiar with whole case assignment structure and contents

3. Get familiar with provided case material

- What readings could support which phase?
- What should be in the readings that I can use to analyse the case with the theories discussed by Heli Koski?
- What timelines should we be able to construct?

4. Start composing the reports

- Timeline report supports forming the final report

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Group Assignment: Case timelines (DL 21.11)

This is an intermediate phase submission intended to help you in analysing the development of the case firms. Not to be graded, but compulsory for the groups.

- Collect information on the development of the case firms and the relevant technologies, markets, businesses, and industries from the duration of the three disruptions described in the group assignment.
- Create a timeline or timelines of the events in a format of your choice. The timeline(s) can be visual, a table, text or whatever combination you prefer.
- The goal of the timeline(s) is to help you in writing the final report. You should create such timelines that help you compare case firm actions and relative success, the technological lifecycles and discontinuities involved. In other words, the timeline(s) should map development of both the relevant technologies and business success of relevant firms.

Tip: You could include the (improved) timelines in your final report in appendices or otherwise, if you see it fit.

Individual Assignment

Individual Assignment

- **50% of your grade**
- **7 questions**
- **Questions are still under the maintenance, will be published ASAP**
- **You can begin working on questions during the teaching; no need to wait DL.**
- **DL is 18.12. at 23:00**

- **See MyCourses for contents**
- **Questions address lectures and online module materials**

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Individual Assignment DL 18.12

1. Explain the phases how innovations are deployed in industries and how competition evolves in different phases? What types of innovation have the greatest impact on industries and the overall economy, and why? (6p)

2. Analyze the sources of market failures in the digital economy and how the special characteristics of digital markets may impact on new company entry. (6 p)

3. What is Digital Transformation? What kind of requirements it sets for management of business organizations, explain and justify briefly three (3) of them? (5p)

4. Briefly describe five (5) typical ways of fostering and organizing innovation. Analyze them each shortly using some applicable framework (either presented in the course or identified outside). (5p)

5. What is understood with the Platform Economy? Explain shortly its i) evolution, ii) fundamentals and iii) main impacts for business? (6p)

Individual Assignment (Cont'd)

6. **Answer to <u>either</u> A or B: (4p)**

A: How emotional and psychological issues can affect management and managers - in terms of devising and executing the strategy of a firm?

B: Why self-management and self-organising are an important option for organising work in digital business organisations?

7. Mini digital transformation case (6p)

The changes in external business environment, such as globalization, digital transformation and platform economy have set new management related challenges for companies. Considering the previous, <u>choose one company</u> (not Apple, Microsoft, Google or Nokia) in the domain of digital business that has had notable challenges and has either failed or succeeded in digitally transforming its business. Discuss briefly the reasons for the challenges and the company's reactions to them. Analyze management's role in the transformation (change management, decisions, strategy changes, etc.).

Schedule and Grading Criteria

Schedule of the Assignments

Total grade (scale: 0-5) based on course Assignments:

- **50 % : Individual Assignment**
  - DL 18.12 (See in Mycourses);

- **50 % : Group Assignment**
  - Case timelines/phase 1: DL 21.11 (See in MyCourses);
  - Final version /phase 2: DL 18.12 (See in MyCourses);

Overall grading scale (0-5)

0 point: "No actual effort/success"

- Shows little or no thought being given to the tasks;
- Analysis includes a lot of clear contradictions and/or errors;
- Submission is incomplete;

1 point: "Minimum effort/success"

- Task is accomplished without many clear major contradictions or errors;
- All the questions are answered indicating at least some degree of support for the justifications;
- Submission indicates minimum effort for the exercise;

Overall grading scale (Cont'd)

2-3 points: "Average – good" effort and success

- Task is understood and accomplished moderately/well leading into 'credible' result;
- Your answers indicate average/good support for the conclusions with related justifications;
- Submission indicates both average/good effort and quality;

4-5 points: "Very good – excellent" work performance

- Shows in-depth understanding of the related theory and practice;
- Work reflects diligent analysis capabilities and answers give full and coherent support for the actual task;
- Submission indicates both high level of effort and quality;

Overall grading criteria

The overall criteria for grading in written assignments is based on the degree of the following dimensions:

i) **Coverage (completeness)**,

ii) **Quality (of content & reporting)**,

iii) **Integrity (coherence)**

TU-E4310 Digital Business Management, Group Assignment: Evaluation Rubric · (1.12.2022)

TU-E4310 Digital Business Management Group Assignment: Evaluation Rubric

	Coverage and completeness	Quality of content and reporting	Integrity and coherence
	Evaluate how completely the submission covers and addresses the assignment instructions. The submission should address the four viewpoints (see original instructions for details).	Evaluate the quality of the content and overall reporting i.e. on 'what' submission contains instead of 'how much'.	Evaluate the integrity and coherence of the submission in writing and overall structure of the submission, and use of citations.
0	The submission fails to clearly address all the requested four viewpoints. The submission falls below half of required pages limit of 10-12 pages (excluding cover, TOC, references, appendices, etc). The submission relies solely on one or two sources.	The submission is very unbalanced and gives overly disproportionate weight on only one or two aspects. The descriptive parts contain parts that are clearly false. The analysis contains a lot of contradictions and arguments, claims that are not justified in any way or are not grounded in source material. The analysis does not use relevant theories and concepts as a base or uses them in a way that shows the concepts have been understood wrongly.	Inaccurate language use and mistakes interfere with reading and comprehension. Uses style and language not appropriate for objective, 'no-nonsense' writing (e.g. uses slang). Text is fragmented and unbalanced; internal links among different parts are not explicit; problems with paragraph and section structure, and headings if used; the reader has severe difficulties in following the argumentation of the text. Fails to use either citations or references. The reader cannot distinguish what is the group's own thinking and what is from sources.
1	The submission addresses all the four viewpoints and provides at least some degree of support for arguments made related to each. The submission is mostly descriptive in nature, and contains only a very limited amount of analytic discussion.	The submission is unbalanced and gives too much weight on some aspects over the others. The descriptive parts are largely factual and backed with sources. There are some gaps i.e. some important and relevant phases or events are missing from the descriptive parts. The analysis contains some contradictions and errors. There maybe some claims made that are	Inaccurate language use and mistakes do not interfere substantially with reading and comprehension. Uses sufficiently appropriate style for objective, 'no-nonsense' writing. Text is not fully balanced; some key internal links are missing; does not fully form a coherent whole; some problems with paragraph and section structure, possibly reflected in use of headings; use of illustrations and examples infrequent and/or not fully competent (when appropriate). It is difficult to assess whether the submission addresses the assignment goals

The more detailed grading criteria is described here:
https://mycourses.aalto.fi/pluginfile.php/2120855/mod_page/content/25/TU-E4310-2023-GroupAssignment_EvaluationRubric.pdf