

The Wharton School, University of Pennsylvania
Operations and Information Management Department

Enabling Technologies

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Important: In Spring 2015, OPIM 314/662 will be offered as a full CU course that only meets during Q3. We will meet twice a week for 3 hours to ensure that the total classroom time is the same as other 1 CU courses. This format will free up time for students to work on course projects during Q4. We will not have regular class time in Q4 as a result.

Please use the syllabus posted on the course website to get “up to the minute” class schedules. The information below is subject to change as we proceed.

Course Description

Conducting business in a networked economy invariably involves interplay with technology. The purpose of this course is to improve understanding of technology (what it can or cannot enable), the business drivers of technology-related decisions in firms, and to stimulate thought on new applications for commerce (including disruptive technologies). The class provides a comprehensive overview of various emerging technology enablers and culminates in discussion of potential business impact of these technologies in the near future. No prior technical background is assumed but some interest in (and exposure to) technology is helpful. Every effort is made to build most of the lectures from the basics.

Objectives: The course has two main objectives: (i) Provide a broad overview of what’s going on in tech (ii) Understand how technology can enable the delivery of online products & services (cloud computing, analytics) and in marketing to your customers (online marketing).

Every week, we will choose a specific sector of the tech industry and investigate the technology enablers, the major players in the sector, competitive dynamics and future opportunities in the sector. The sectors covered include:

Class (each lecture below is an 80 minute lecture so two lectures make up a 3-hour weekly session)

01. Introduction + Internet Industry Structure
02. Media Delivery Infrastructure (Content Delivery Networks, P2P)
03. Cloud Computing
04. Wireless/Cellular Markets I (Introduction + 3G/4G)
05. Wireless/Cellular Markets II (Mobile Platforms: iOS, Android, Windows)
06. Mobile Apps (**Homework 01 Due**)
07. Internet Advertising I (Display Ads, Ad networks) (**Homework 02 Due**)
08. Internet Advertising II (Search Engines and Sponsored Search)

- 09. Ad Tech (Discussion of Online Ad Platforms) (**Homework 03 due**)
- 10. Web & Mobile Analytics + Case Study: Launch of Lovely Mobile App
- 11. Datamining & Data-driven Analytics (**Quiz 01**)
- 12. Web 2.0 & Social Web mining (social media, social networks, etc) + Mini-projects Discussion
- 13. Guest Lecture: Social media marketing
- 14. Educational Technology
- 15. E-commerce: Personalization on the web
- 16. E-commerce: Omni-channel retail
- 17. Future of Digital Media (**Mini-projects due**)
- 18. Hit-driven Industries (gaming, startups, apps)
- 19. Wearable Tech & Virtual Reality (**Quiz 02**)
- 20. Payment Technologies + Discussion of Mini-projects & Final Projects
- 21. Guest Lecture (most likely on internet of Things)
- 22. Crowdsourcing & Crowdfunding
- 23. Starting Up and Raising Seed/Series-A Financing (Yodle Case Study)
- 24. Global Tech Markets
- 25. Office Hours to discuss Projects
- 26. Office Hours to discuss Projects
- 27. Final Project Presentations
- 28. Final Project Presentations

Intended Audience and Prerequisites

Anyone interested in understanding the various technologies fundamental to business in a networked world. No prerequisite or technical background is assumed. Class lectures are built from the basics and are self-contained. Students with a limited technical background will find the course a useful primer on technology from a managerial perspective. Students with moderate to advanced technical backgrounds may find the course a useful survey of emerging technologies. The course is highly recommended for students with interest in any of the following areas: **entrepreneurial management, venture capital, new media, consulting/strategy, and product management/business development in the tech sector.**

Requirements and Grading

There are 4 parts that contribute to the final grade in the course. One of these is based on group work.

1) Project (Group)

35% (semester project: 25% and mini-project 10%). A group of 4-5 students can work on a class project. The project will be structured in 2 phases and will include a field-based mini consulting project where students will consult for actual startups (phase 1). Students will select the semester project (phase 2). The scope of the project can vary from being a business

- plan, a survey, or a case-based analysis of a problem. Sample projects from previous years will be posted on the website.
- 2) 2 Quizzes (Individual)
20%
 - 3) Homeworks (Individual)
30% (3*10). For each of the homework assignments, you should also submit a brief write-up which summarizes your response to the homework/case questions. Your write-up should reflect your own thoughts on the subject. Homeworks submitted late (i.e. after they have been discussed in class) will not be graded. Unfortunately, I cannot help you make up missed homeworks through other assignments/readings. It is not easy to create new assignments for individual students. Please do not email the professor or TA regarding this.
 - 4) Class participation
15%. To minimize subjectivity, class participation will be primarily (though not entirely) based on attendance. If you miss up to 2 sessions (i.e. 4 classes), there will be no penalty. We understand that things come up (interviews, weddings, fevers/flu) and everyone has a buffer of four 90-minute classes for this. You are not expected to notify the professor or TA about your absence. For every missed class beyond the first four, points will be deducted. If you miss 10 classes i.e. 5 weekly sessions, you will get 0% for class participation. The purpose of this penalty is to account for the fact that several students who wanted to take the course were denied registration due to insufficient seats.

Guidelines for Project

Project Report

1. No required length (page limit). The reports will be judged on content.
2. I will evaluate the reports for the following (the latter two will be weighted more):
 - a. Quality of information gathered.
 - b. Structured information on your own.
 - c. Analysis (quantitative or based on sound logical analysis).

Project Presentations

1. All teams must submit presentation slides as well.
2. On the last day, I will ask most of the teams to present the project (it is in your best interest to have 1 person present because time management is usually better achieved with one person presenting).
3. The goal of the presentation would be convey the basic idea in under 5 minutes. I realize this is insufficient time to showcase all the work you have done (☺), but the other option will be to have an additional class.
4. Additional details regarding the presentation slides and the presentation will be emailed later.

Grading Approach

Total: 25 Points (as this is a group project, all team members will get the same points irrespective of the person who presents).

Objective: The idea is to use the project to explore topics of significant interest to you (but ones we did not cover in class in great detail).

Reading Materials for the Course

1. All readings will be posted online (see course website for updates as we proceed).

Deliverables/Quizzes

Please note all items that are bolded in the schedule above. These denote a deliverable or a quiz on that day.