

Course Code: SBMT6011W

Course Title: Strategic AI: Transforming Business and Redefining Leadership

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Course Credit: 1-credit

Course Grading: Pass/Fail Grade

## **COURSE OVERVIEW**

This course provides an overview of the latest trends and essential tools for the strategic application of Artificial Intelligence (AI). It equips students to drive business innovation and make informed decisions in their first post-MBA roles. The curriculum focuses on contemporary AI practices, exploring key topics such as leveraging AI for operational efficiency, enhancing customer experiences, fostering innovation, and addressing ethical challenges. Through a combination of theoretical frameworks, practical applications, and case studies, students will develop the skills to evaluate AI opportunities better, integrate AI into strategic decision-making, and effectively communicate its business impact.

Guest speakers from the marketplace will provide real-world perspectives, sharing challenges and solutions from their organizations to connect classroom learning with practical applications. This course delivers a forward-looking perspective, preparing students to lead and innovate in an increasingly AI-shaped business environment.

## **COURSE OBJECTIVES/LEARNING OUTCOMES**

By the end of this course, students will be able to:

### **1. Utilize Key AI Tools and Techniques:**

- Apply some of the latest AI tools and techniques to drive business innovation.
- Use AI models to enhance operational efficiency and customer experiences.

### **2. Analyze and Implement AI Strategies:**

- Develop strategies for integrating AI into business operations.
- Evaluate the impact of AI on various business functions and processes.

### **3. Enhance Leadership Skills in the AI Era:**

- Lead AI-driven transformations within organizations.
- Navigate ethical and regulatory considerations in AI implementation.

### **4. Communicate AI-Driven Insights:**

- Present AI insights through advanced data visualization and storytelling techniques.
- Balance ethical considerations with business needs in AI use.

### **5. Prepare for post-MBA Roles:**

- Demonstrate fluency in AI tools and concepts during job interviews.
- Apply up-to-date AI skills and insights in their first post-MBA roles, contributing to data-driven decision-making in their organizations.

## **COURSE OUTLINE**

### **Week One: Introduction to AI and Business Transformation**

#### **Topic 1: Foundations of Generative AI**

- **Reading:**

Course Pack: Generative AI - HBS Insights

- **Overview:**

Understanding the role and impact of AI in modern business environments.  
Introduction to key AI concepts, tools, and techniques.

#### **Topic 2: Strategic Implications of AI**

- **Reading:**

Case Study: TikTok's AI Strategy: ByteDance's Global Ambitions

- **Overview:**

How AI is transforming business models and value chains.  
Strategic implications and opportunities of AI integration.

### **Week Two: AI for Innovation and Efficiency**

#### **Topic 3: AI-Driven Innovation**

- **Reading:**

Case Study: HSBC: Leveraging Data Analytics and AI to Enhance Customer Life Cycle Management.

- **Overview:**

Leveraging AI to drive product, customer service, and process innovation.  
Examples of AI-driven innovations in various industries.

#### **Topic 4: Operational Efficiency through AI**

- **Reading:**

Case Study: ChatGPT and Generative AI in Accounting

- **Guest Speaker**

- **Overview:**

Using AI to automate processes and enhance efficiency.  
Techniques for implementing AI solutions in operations.

### **Week Three: AI in Customer Experience and Marketing**

#### **Topic 5: Enhancing Customer Experience with AI**

- **Reading:**

Case Study: Lemonade - Delighting Insurance Customers with AI

- **Overview:**

AI-driven personalization and customer insights.  
Improving customer service and engagement through AI.

#### **Topic 6: Ethical and Regulatory Considerations**

- **Reading:**

Course Pack: How Companies Can Take a Global Approach to AI Ethics

- **Guest Speaker**

- **Overview:**

Ethical implications of AI in business.

Navigating legal and regulatory frameworks for AI implementation.

### **Week Four: Strategic AI Leadership**

#### **Topic 7: Leading AI-Driven Transformation**

- **Reading:**

Course Pack: “A Leadership Mandate” from Competing in the Age of AI.

Case Study: OpenAI: Boardroom Battles

- **Overview:**

Developing leadership skills for managing AI initiatives.

Change management in AI adoption.

#### **Topic 8: Presentations**

### **GRADING / ASSESSMENT**

- Participation in class discussions and exercises (30%)
- Case study analysis and presentation (20%)
- Case study write-up (10%)
- Final project: Strategic AI implementation plan and presentation (40%)
- Workload assumptions: assume up to two hours of preparation per classroom hour
- Technology: no restrictions on the use of generative AI, but no in-class A/V recording by students
- Attendance: With only four sessions, full attendance for the entire duration and punctuality are required to ensure productive discussions and respect for guest speakers and peers.

### **COURSE MATERIALS**

#### **(A) REQUIRED READING**

- Case Studies: Provided before classes.
- Selected articles from Course Pack.

#### **(B) OPTIONAL READING**

- “Co-intelligence: Living and Working with AI” by Ethan Mollick.
- “The Coming Wave: AI, Power, and the 21st Century’s Greatest Dilemma” by Mustafa Suleyman.
- “Power and Prediction: The Disruptive Economics of Artificial Intelligence” by Ajay Agrawal, Joshua Gans, and Avi Goldfarb.
- Selected articles from industry sources.

## INSTRUCTOR'S BIO

**Kurt Keilhacker** is a General Partner at Elementum Ventures ([elementum.vc](https://elementum.vc)), a Silicon Valley venture capital firm focused on early-stage deep tech investments. Over his career, Mr. Keilhacker has co-founded and served as CEO or board director at several tech companies. Since 2022, he has also been a faculty member at the University of San Francisco School of Management, where he teaches graduate courses in strategy, analytics, and entrepreneurial finance.

Before founding Elementum Ventures, Mr. Keilhacker was a Managing Partner at TechFund Capital and TechFund Europe, where he led investments in more than 50 early-stage companies in the U.S. and Europe. Earlier in his career, he advised multinational companies on cross-border M&A while working in New York, London, Paris, and Frankfurt.

Mr. Keilhacker is a board member and audit committee chair of AMG Funds, a \$20 billion mutual fund complex, and a board director for AMG Pantheon, one of the largest registered PE funds in the U.S. He also serves on the boards of several tech companies, including Ampd, a Seattle-based firm specializing in AI/ML e-commerce analytics.

In addition to his corporate roles, Mr. Keilhacker is actively engaged in the non-profit sector. He currently chairs the Board of Advisors for Harvard's Human Flourishing Program ([hfh.fas.harvard.edu](https://hfh.fas.harvard.edu)) and has served on other boards focused on advancing innovation and long-term impact.

Mr. Keilhacker graduated from Wheaton College and holds an MBA from the University of Chicago, an MLA from Stanford, and an MTS from Harvard.

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