



DIGITAL TRANSFORMATION MANAGEMENT

Course code	<i>MNG287</i>
Level of studies	<i>Undergraduate</i>
Number of credits	<i>6 ECTS (48 hours of class work, 6 hours of consultations, 124 hours of self-study)</i>
Course coordinator (title and name)	<i>Dr. Arif Sikander</i>
Prerequisites	<i>NA</i>
Language of instruction	<i>English</i>

THE AIM OF THE COURSE:

This course on Digital Transformation in Management provides a thorough introduction to the implications of digital transformation for the students. We learn what new or enhanced roles and activities digital transformation requires of them. We will take a practical approach and develop an actionable guide that students can take with them into their future careers as managers themselves. With core theoretical grounding, we discuss how the digital transformation imperative requires all organizations to continuously undertake digital business transformation to adapt to ongoing digital disruption and to effectively compete as digital businesses. We also look at the critical roles managers need to play in establishing, facilitating, and accelerating the day-to-day activities required to build and continuously upgrade these capabilities.

Specifically we aim to:

- Explain how digital technology advancements drive digital disruption and why digital business transformation and operating as a digital business are critical to organization survival
- Unpack the different digital business capabilities required to effectively compete as a digital business
- Consider the new or digitally enhanced competencies required of leaders, managers, and their supporting professionals to effectively play their roles in digital transformation
- Discuss how leaders, managers, and their supporting professionals can keep up with digital technology advancements
- Unpack key digital technology advancements, providing a plain language understanding of what they are, how they work, and their implications for organizations
- Enrich with pedagogical features to support understanding and reinforce learning and enable students to compete and thrive in the contemporary business environment.

LEARNING OUTCOMES

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. Ability to directly transfer their knowledge to practice: Students learn about digital transformation in general and apply the knowledge to the selected company in particular (as part of the course project)	Lectures and study of course textbook and articles	Group project
CLO2. Ability to analyze micro (market) and macro environments, implement an industry analysis and be able to apply strategic evaluation tools to understand business environment.	Lectures, Class discussions, group activities, self-study	Group project
CLO3. To be able to develop a digital strategy for the company, assess digital risks and defend the proposed recommendations.	Lectures, presentations, group work	Group project, Written Exam
CLO4. Ability to work in and lead a team virtually and in-person, to present work results in written or oral form, to be able to argue decisions.	Lectures, workshop, presentations, group work	Class Participation, Written Exam
CLO5. Develop personal and professional abilities, critical thinking, and creativity.	Case studies, discussions, group and individual work	Class Participation, Written Exam, Group Project

ACADEMIC HONESTY AND INTEGRITY



The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	In-class hours	Readings
Introduction to the Course	1	Course Outline
1. Getting Out of the Digital Terminology Zoo	3	Busulwa Ch2 (Part I) Digital Content on LMS
2. Understanding Digital Disruption	4	Busulwa Ch3 (Part I) Digital Content on LMS
3. The Digital Business and Digital Transformation Imperatives	4	Busulwa Ch4 (Part I) Digital Content on LMS
4. Forming & Executing Digital Transformation Strategy	4	Busulwa Ch5 & 6 (Part II) Digital Content on LMS
5. The Digital Disruption and Digital Transformation of Management	4	Busulwa Ch8 (Part III) Digital Content on LMS
Individual Assessment 1 due		
Group Assessment 2 (Project Proposal)	4	In class ppt presentation
6. Keeping Up with the Pace of Technology Changes	4	Busulwa Ch9 (Part III) Digital Content on LMS
7. Digital Transformation Strategy and Digital Business Strategy Capabilities - Primer	4	Busulwa Ch10 (Part IV) Digital Content on LMS
8. Workforce Digital Competence, Digital Culture, and Digital Ethics Capabilities - Primer	4	Busulwa Ch15 (Part IV) Digital Content on LMS
9. Artificial Intelligence – Primer	4	Busulwa Ch20 (Part V) Digital Content on LMS
10. Virtual Reality (VR), Augmented Reality (AR), and Mixed Reality (MR) – Primer	4	Busulwa Ch23 (Part V) Digital Content on LMS
Individual Assessment 2 due		
Group Assessment 2 Final Project Multimedia/Website	4	In class MM presentation
	Total: 48 hours Knowledge	



	Content	
CONSULTATIONS	6	

FINAL GRADE COMPOSITION

Type of assignment	%
<i>Individual Components 40%</i>	
Individual Assessment 1: Google Reflect (Topics 1-5)	20
Individual Assessment 2: Google Reflect (Topics 6-10)	20
<i>Group Components 60%</i>	
Group Assessment 1: Project Proposal in-class group PPT Presentation	20
Group Assessment 2: Final Project Group Multimedia/Website Design	40
Total:	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

(Provide short descriptions and grading criteria of each assignment)

- **Individual Assessment 1 Google Reflect (Topics 1 to 5).** Each topic/chapter in the above teaching schedule has been provided with a list of essential terminology in the text. Understanding the meaning of this terminology will be invaluable in your efforts to grasp the topics within each chapter. The specific answers aren't as important as getting you into the practice of searching for and vetting the most up to date meaning of different terminology you will come across. For example, five years ago the definition of digital business may have been different to what it is today. Thus, even if someone knew the definition five years ago, knowing how and where to find the most reliable and up to date definition is a useful skill to them. Develop a one page summary for each topic definitions based on your reflections from the search strategy (provide web url against each definition). You need to develop five pages. This will count 20% of the final grade.
- **Individual Assessment 2 Google Reflect (Topics 6 to 10).** Each topic/chapter in the above teaching schedule has been provided with a list of essential terminology in the text. Understanding the meaning of this terminology will be invaluable in your efforts to grasp the topics within each chapter. The specific answers aren't as important as getting you into the practice of searching for and vetting the most up to date meaning of different terminology you will come across. For example, five years ago the definition of digital business may have been different to what it is today. Thus, even if someone knew the definition five years ago, knowing how and where to find the most reliable and up to date definition is a useful skill to them. Develop a one page summary for each topic definitions based on your reflections from the search strategy (provide web url against each definition). You need to develop five pages. This will count 20% of the final grade.
- **Group Assessment 1 Project Proposal.**

Project: Make an inventory of current and emerging industry use cases for a selection of the digital technologies in Part V of the text. Develop a realistic plan identifying which digital technologies to adopt, when to adopt them, to what degree, and how to ensure that potential risk of non-adoption, delayed adoption, or adoption is minimised.

Task: Groups should prepare a 20 min. Power Point presentation focusing on explaining their project case and particularly how they are going to analyze it, i.e. which methods are relevant. After the groups presentation the whole class discussion is welcome. Presentation counts 20% of the final grade.

○ **Group Assessment 2 Project Multimedia.**

Project: Make an inventory of current and emerging industry use cases for a selection of the digital technologies in Part V of the text. Develop a realistic plan identifying which digital technologies to adopt, when to adopt them, to what degree, and how to ensure that potential risk of non-adoption, delayed adoption, or adoption is minimised.

Task: Develop a Multimedia/Website presentation (e.g. prezi, vpond etc... ppt not acceptable) of 20 minutes duration and upload on you tube. Present the same to the class. Multimedia counts 40% of the final grade.

- **Extra Credit.** The instructor reserves the right to give extra credit for student participation in events that increases student awareness of social responsibility and/or sustainability.

RETAKE POLICY

Re-take of the exam. If final (cumulative) mark of the course is insufficient, students will be allowed to exercise their right of retake. The retake exam will cover all topics (1 to 10), will replace the Individual Assessment 1 and the Individual Assessment 2 and will consist of a written exam counting 40% of the overall grade. Acquired scores from group assignments will be summed up and the final (cumulative) grade will be given. The lecturer reserves the right to choose the form of the exam.

ADDITIONAL REMARKS

Students are expected to:

- Attend class and engage in discussions.
- Complete the readings before attending the lectures.
- Work constructively in groups

After reading a text you should be able to account for:

- The author's argumentation and viewpoints.
- The structure and composition of the text.

You should also think about:

- How might the issues raised be reflected on real-life situations that you've experienced?
- What do you find interesting, useful or frustrating about the text?
- What would you like to have clarified or explained?
- What are the limitations of the theories, tools and methods that you just learned?

REQUIRED READINGS

Text:

1. Busulwa, R. *Navigating Digital Transformation in Management*. Published by Routledge 31Oct 2022. ISBN 9781032184043.

Ref:

1. Strategic Digital Transformation A Results-Driven Approach. Edited By Alex Fenton, Gordon Fletcher, Marie Griffiths. 1st Edition, 2020. Routledge.
2. A Modern Playbook of Digital Transformation. Amitabh P. Mishra and Ashish Ranjan 2018. Routledge.
3. Digital Transformation: Strategy, Execution and Technology. Siu Loon Hoe · 2022. Routledge.
4. Managing Digital Transformation: Evidence from Hidden Champions and Measurement Approaches. Daniel Wittenstein 2022. Springer Nature BV.
5. The Practical Guide to Digital Transformation: Quickly Master the Essentials with Tips, Case Studies and Actionable Advice. Antonio Wess. 3rd Feb 2022. ISBN: 9781398603653. Kogan Page.



ADDITIONAL READINGS

The reading materials will be posted on course e-learning platform.