Freie Universität Bozen
Libera Università di Bolzano
Università Liedia de Bulsan

Syllabus
Course description

Course title	Digital Transformation
Course code	25573
Scientific sector	ECON-07/A (former SECS-P/08)
Degree	Master in Entrepreneurship and Innovation
Semester and academic year	1st semester, a.y. 2025-26
Year	2nd study year
Credits	6
Modular	No

Total lecturing hours	36
Total lab hours	Not foreseen
Total exercise hours	Not foreseen
Attendance	Suggested, but not required
Prerequisites	Not foreseen
Course page	Course Offering - Enrolled before 2025 / Free University of Bozen-Bolzano

Specific educational objectives	The course refers to the typical educational activities chosen by the student and belongs to the scientific area of Business Administration.
	Digital technologies are disrupting organizations of every size and shape all around the world. Assumptions about strategies, processes, operations, finance, and leadership all change. By exploring the what, how and why this course provides a general overview of the scientific contents of digital transformation in a first step.
	In a second step the course is designed for acquiring professional skills and knowledge. Following the idea of turning threats into opportunities the course develops a practical understanding of managing the digital transformation in order to help organizations to survive and thrive in the digital age. Given the multifaceted nature of digital transformation the course addresses managerial issues related to strategy, processes, technology, innovation, marketing, finance, leadership, and culture in a digitalized economy.
	The course combines three didactic approaches to convey the contents. Firstly, the essential knowledge is communicated via frontal teaching. Secondly, knowledge is discussed, reflected and deepened in oral discussions and case analyses. Finally, knowledge is applied and

	translated into applicable methods in a project work in groups.

Lecturer	Prof. Dr. Christoph Stöckmann https://www.unibz.it/en/faculties/economics-management/academic-staff/person/47446-christoph-stoeckmann
Scientific sector of the lecturer	ECON-07/A (former SECS-P/08)
Teaching language	English
Office hours	please refer to the lecturer's web page
Lecturing assistant	Not foreseen
Teaching assistant	Not foreseen
Office hours	18
List of topics covered	• The context and the emerging digital paradigm • Technology as enabler for business digitalization strategies • Strategies and processes in the digital age • Business model innovation for the digital transformation • Organizational adaptation to the digital paradigm • Leadership and talent for a digital age • Cultivating a digital environment
Teaching format	Frontal lectures, exercises, and team-based project work

Learning outcomes	The following learning objectives will be met by the course: *Knowledge and understanding*: The students grasp the most important and practice-relevant knowledge of the digital paradigm and, in particular, managing the digital transformation of organizations. The students have a systematic understanding of this content, are able to integrate this knowledge and are familiar with the current state of research on the subject. *Applying knowledge and understanding*: Students are able to put the knowledge of digital transformation into practice. They solve specific problems in managing digital transformation in organizations by themselves and are able to develop and apply new and innovative solutions. In particular, they are able to develop a tailored plan for transforming a business. *Making judgments*: The students can deal with the complexity of the challenges in managing digital transformation. They can assess company and

digitalization strategies in a qualified manner and reflect on them critically, both technically and ethically.

Communication skills: Students will be able to communicate their knowledge of digital transformation to both lay and professional audiences. In doing so, they can logically and coherently weigh up, argue about, and explain their decisions.

Learning skills: Students know the most important sources of reliable and up-to-date knowledge on digital transformation. This enables them to learn new things independently and to consider digital transformation less as threat and more as an opportunity. The knowledge acquired in the course is organized in such a flexible way that they are able to link new contents and trends in this field to the existing knowledge and thus comprehend and apply them.

Assessment	For attending students: The achievement of the learning objectives is assessed through three outcome measures: • Written exam (45%): A written exam is designed to measure the knowledge of the contents and their deeper comprehension • Project work (45%): Students will directly apply the knowledge and skills learned to an Transformation task (opportunity or challenge induced by digitalization of the economy). The rigors of this team-based project work go beyond mere application of what has been learned and require the development of a new mix of activities, course prepared but now self-directed learning of tools and their application, and critical judgment of various approaches. The results of the project work in groups will be presented (powerpoint-based). • Class participation (10%): Assessment of participation in class and accompanying project units will relate to oral and written (e.g., team discussions) contributions by students. This includes critical reflection, guided discussion, synthesis, and further development of course content. For non-attending students: The achievement of the learning objectives is assessed through a single outcome measure: • Written exam (100%): A written exam is designed to measure both the knowledge of the contents and their deeper comprehension as well as the application of what has been learned.

	NOTE: Project work and classroom contributions are valid for 1 academic year and cannot be carried over beyond that time-frame.
Assessment language	English
Evaluation criteria and criteria for awarding marks	For attending students: The final grade results from the addition of the following partial achievements (1) Written exam (45%), (2) Project work (45%), (3) Class participation (10%) The following evaluation criteria are essential for the assessment: • Correctness and reliability of the statements • Structure and clarity of the statements • Logic and coherence of the statements • Integration and interconnectedness of the learned content • Quality and extent of the research • Choice and application of the learned content • Quality, applicability, and innovativeness of the results • Activity and proactivity regarding the contributions For non-attending students: The final grade results from the (1) Written exam (100%). The following evaluation criteria are essential for the assessment: • Correctness and reliability of the statements • Structure and clarity of the statements • Logic and coherence of the statements • Integration and interconnectedness of the learned content • Choice and application of the learned content • Quality, applicability, and innovativeness of the results

Required readings	Will be announced on a case basis
Supplementary readings	• Gupta, S. (2018). *Driving Digital Strategy: A Guide to Reimagining Your Business*. Boston: Harvard Business Review Press. • Iansiti, M. & Lakhani, K. R. (2020). *Competing in the Age of AI: Strategy and Leadership When Algorithms and Networks Run the World*. Boston: Harvard Business Review Press. • Kane, G. C., Phillips, A. N., Copulsky, J. R., & Andrus, G. R. (2022). *The Technology Fallacy How*

	People Are the Real Key to Digital Transformation. Cambridge: MIT Press.
	• Osterwalder, A., & Pigneur, Y. (2010): *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers*. Hoboken : John Wiley.
	• Rogers, D. L. (2016). *Digital Transformation Playbook: Rethink Your Business for the Digital Age*. New York : Columbia Business School Publishing.
	• Siebel, T. M. (2019): *Digital Transformation: Survive and Thrive in an Era of Mass Extinction*. New York : RosettaBooks.
	• Uria-Recio, P. (2024): How AI Will Shape Our Future: Understand Artificial Intelligence and Stay Ahead. Machine Learning. Generative AI. Robots. Quantum AI. Super Intelligence. Amazon.