

Syllabus

Course Description

Course Title	Digital Transformation
Course Code	25573
Course Title Additional	
Scientific-Disciplinary Sector	ECON-07/A
Language	English
Degree Course	Master in Entrepreneurship and Innovation
Other Degree Courses (Loaned)	
Lecturers	Prof. Dr. Christoph Stöckmann, Christoph.Stoeckmann@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/47446
Teaching Assistant	
Semester	First semester
Course Year/s	2
CP	6
Teaching Hours	36
Lab Hours	-
Individual Study Hours	-
Planned Office Hours	18
Contents Summary	This course examines the strategic and organizational implications of digital transformation in entrepreneurial and corporate contexts. Students explore how digital technologies reshape business models, customer interactions, and internal processes. Through hands-on activities and applied frameworks, they learn to assess digital opportunities and challenges and to develop transformation strategies. The course equips students with the tools to navigate and lead digital change in business contexts.
Course Topics	Digital technologies are disrupting organizations of every size and shape all around the world. Assumptions about strategies,

	<p>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 capabilities. 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.</p>
Keywords	Digital disruption; digital business strategy; Digital change management & culture; The people side of digital transformation; Implementing Artificial Intelligence
Recommended Prerequisites	
Propaedeutic Courses	
Teaching Format	Frontal lectures and team-based project work (case-based)
Mandatory Attendance	
Specific Educational Objectives and Learning Outcomes	<p>INTENDED LEARNING OUTCOMES (ILO)</p> <p>ILO 1: KNOWLEDGE AND UNDERSTANDING</p> <p>ILO 1.a The student acquires advanced knowledge and understanding of the models and tools of economic-business analysis for the management of a new enterprise, from the financial and organisational point of view and with respect to the dynamics of growth and development;</p> <p>ILO 2: ABILITY TO APPLY KNOWLEDGE AND UNDERSTANDING</p> <p>ILO 2.a Ability to acquire and select information that may be relevant from an entrepreneurial point of view, also in economic-productive contexts different from those studied;</p> <p>ILO 2.b Ability to select the tools for the strategy and management of the enterprise, consistent with the enterprise economy models considered appropriate;</p> <p>ILO 2.c Ability to propose and implement strategic and operational courses of action conducive to the creation of a new enterprise;</p> <p>ILO 2.d Ability to acquire and select relevant information to frame</p>

	<p>cases of innovation (product, service, social, managerial organisational), also different from the studied contexts;</p> <p>ILO 2.e Ability to classify, analyse specific innovations and assess their potential;</p> <p>ILO 2.f Ability to propose and implement strategic and operational courses of action to foster the development of innovations by a company;</p> <p>ILO 3: AUTONOMY OF JUDGEMENT</p> <p>ILO 3.a Acquire the ability to analyse complex entrepreneurial problems, such as the elaboration and evaluation of an entrepreneurial project (business plan) or the development of a new product;</p> <p>ILO 3.b Acquire the ability to make predictions, such as analysing the future consequences of entrepreneurial, managerial and operational choice;</p> <p>ILO 3.c Autonomy of judgement is developed in the training activities carried out for the preparation of the thesis, as well as in the exercises that accompany the lectures and that involve group discussions and the comparison of individual analyses carried out by students in preparation for the lecture.</p> <p>ILO 4: COMMUNICATION SKILLS</p> <p>ILO 4.a Acquire the ability to describe and communicate in an intercultural context, in a clear and precise manner, problematic situations typical of the management of a new enterprise and the development of innovation, such as, for example, the conditions for the validation of a problem or solution, the prospects and risks associated with a business model or an innovation project. The development of communication competences assumes heterogeneous situations such as, for example, the presence of internal stakeholders (e.g. colleagues, managers, owners), or external stakeholders (e.g. potential investors, suppliers and other business partners) and the ability to sustain an adversarial process;</p> <p>ILO 4.b The achievement of these objectives is assessed in the course of the training activities already mentioned, as well as in the discussion of the final thesis.</p> <p>ILO 5: LEARNING SKILLS</p> <p>ILO 5.a Acquire the ability to study independently, to prepare</p>
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	<p>summaries;</p> <p>ILO 5.b Acquire the ability to identify thematic connections and to establish relationships between different cases and contexts of analysis;</p> <p>ILO 5.c Acquire the ability to frame a new problem systematically and to generate appropriate taxonomie;</p> <p>ILO 5.d Acquire the ability to develop general models from the phenomena studied.</p>
Specific Educational Objectives and Learning Outcomes (additional info.)	
Assessment	<p>For attending students: The achievement of the learning objectives is assessed through three outcome measures:</p> <ul style="list-style-type: none"> • Written exam (45%): A written exam is designed to measure the knowledge of the contents and their deeper comprehension. It consists of approximately 4 to 6 questions of varying weight, to be completed within 60 minutes. (ILOs: 1a, 2c, 2e, 2f, 3a-3c) • Project work (45%): Students will directly apply the knowledge and skills acquired to tackle digital opportunities and transformation challenges through multiple case studies, with three of their choice being graded. The demands of this team-based project work go beyond the mere application of previously learned content. They require the development of a new mix of activities: transitioning from course-prepared to self-directed learning, mastering tools and their practical application, and exercising critical judgment in evaluating various approaches. The outcomes of the group project work will be presented and documented in written case analyses. (ILOs: 1a, 2a-f, 3a-3c, 4a-b, 5a-d) • 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. (ILOs: 1a, 2a-f, 3a-3c, 4a-b, 5a-d) <p>For non-attending students: The achievement of the learning objectives is assessed through a single outcome measure:</p> <ul style="list-style-type: none"> • Written exam (100%): A written exam is designed to measure

	<p>both the knowledge of the contents and their deeper comprehension as well as the application of what has been learned. (ILOs: 1a, 2c, 2e, 2f, 3a-3c, 4a-b, 5a-d)</p> <p>NOTE: Project work and classroom contributions are valid for 1 academic year and cannot be carried over beyond that time-frame.</p>
Evaluation Criteria	<p>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%)</p> <p>The following evaluation criteria are essential for the assessment:</p> <ul style="list-style-type: none"> • 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 <p>For non-attending students: The final grade results from the (1) Written exam (100%).</p> <p>The following evaluation criteria are essential for the assessment:</p> <ul style="list-style-type: none"> • 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	<p>Will be announced on a case basis.</p>
Supplementary Readings	<ul style="list-style-type: none"> • 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:

	<p>Strategy and Leadership When Algorithms and Networks Run the World. Boston: Harvard Business Review Press.</p> <ul style="list-style-type: none"> • 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. <p>Osterwalder, A., & Pigneur, Y. (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Hoboken : John Wiley.</p> <ul style="list-style-type: none"> • 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.
Further Information	
Sustainable Development Goals (SDGs)	Good health and well-being, Gender equality, Reduced inequalities, Industry, innovation and infrastructure, Decent work and economic growth