ENGAGE.EU Certificate

Joint Programme in Digital Transformation

Leading in the Digital Age

Course Syllabus | Academic Year 2027

Lecturer: Dr. Mirella Muhic

5-6 Feb 2027 & 12-13 Feb 2027

Course Abstract

Digital transformation is a profound organizational change driven and enabled by digital technologies. It may involve the transformation of business processes, the reconfiguration of business models, or even the emergence of new organizational identities. These transformations have far-reaching implications for organizations and their employees, reshaping how work is performed, how organizations operate, and how leadership is enacted. Consequently, digital transformation calls for new leadership approaches, capabilities, and roles. This module explores the challenges and opportunities of leading organizations in the digital age.

Learning Objectives

Upon completion of this course, students should be able to:

- Call out relevant and recent research on digital transformation.
- Name emerging digital technologies and digital technology-enabled trends.
- Analyse how emerging digital technologies and digital technology-enabled trends might enable organisational change.
- Illustrate how digital transformation might affect employees in the organization.
- Illustrate how managers might support the employees during and after the digital transformation process.
- Analyse an organisation's current digital maturity.
- Recommend measures leaders can take to increase digital maturity.
- Name important leader attributes and leader roles for managing in a digital age.

Evaluation and Grading

The grade will be based on a term paper written in pre-defined groups of 2–4 students (100%). The groups can choose from different alternative assignments related to the topics addressed in the sessions and in the course literature. More details on the topics and content of the alternative assignments will be announced during the course.

The term paper should be written in English and be approximately 15–20 pages, with 1.5-line spacing, Times New Roman 12 pt. font, and normal margins. The assignment for the term paper will be announced in mid-February, and the students have approximately two months to hand in the term paper.

Sessions

The course is structured around four overarching themes:

Digital Concepts and Technologies

Digital Trends

The Digital Leader

The Digital Organization

On the first day, we explore key digital phenomena, including digitization, digitalization, digital innovation, and digital transformation. We examine the characteristics of digital technologies and discuss examples and cases illustrating how these technologies reshape business practices and create new opportunities for organizational change.

On the second day, we focus on emerging digital trends that drive and enable changes in business models and organizational practices. Topics include AI, digital platform ecosystems, the sharing economy, and sustainability, with an emphasis on how these trends influence the ways organizations create and capture value.

On the third day, we examine what it means to be a digital leader. We discuss the attributes, capabilities, and evolving roles of leaders in digitally transforming organizations. Particular attention is given to the responsibilities of digital leaders in developing digital strategies, fostering digital capabilities, AI capabilities and assessing and advancing organizational digital maturity.

On the fourth day, we turn our attention to the digital organization and explore how digital transformation reshapes work design, organizational structures, and leadership practices. We discuss the implications for employees, particularly in relation to changing competency requirements, the adoption of digital technologies, and the challenges of adapting to new ways of working with AI.

Throughout the module, students develop an understanding of the interplay between digital technologies, organizational transformation, and leadership, enabling them to critically reflect on the challenges of leading in an increasingly digital business environment.

Mandatory Readings

Heggernes, T. A. (2024). Understanding the digital in business (1st ed.). Fagbokforlaget.

Bygstad, B., & Iden, J. (2024). Digital management in the public sector – A framework. Electronic Government, an International Journal, 20(4), 442–458. https://doi.org/10.1504/EG.2024.139507

Muhic, M., Bengtsson, L., & Holmström, J. (2023). Barriers to continuance use of cloud computing: Evidence from two case studies. Information & Management, 60(5), Article 103792. https://doi.org/10.1016/j.im.2023.103792

Verhoef, P. C., Broekhuizen, T., Bart, Y., Bhattacharya, A., Dong, J. Q., Fabian, N., & Haenlein, M. (2021). Digital transformation: A multidisciplinary reflection and research agenda. Journal of Business Research, 122, 889–901. https://doi.org/10.1016/j.jbusres.2019.09.022

Warner, K. S. R., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. Long Range Planning, 52(3), 326–349. https://doi.org/10.1016/j.lrp.2018.12.001

Yoo, Y., Henfridsson, O., & Lyytinen, K. (2010). The new organizing logic of digital innovation: An agenda for information systems research. Information Systems Research, 21(4), 724–735. https://doi.org/10.1287/isre.1100.0322

Chalmers, D., Hunt, R., Pachidi, S., Potočnik, K., & Townsend, D. (2026). The acceleration of artificial intelligence: Rethinking organization and work in an era of rapid technological change. Journal of Management Studies, 63(2), 285–314. https://doi.org/10.1111/joms.70063

Schulte, N., & Kanbach, D. K. (2026). Rethinking organizational decision-making: The emerging roles and tasks of generative artificial intelligence. Management Review Quarterly. https://doi.org/10.1007/s11301-026-00611-2

Dell'Acqua, F., McFowland III, E., Mollick, E. R., Lifshitz-Assaf, H., Kellogg, K. C., Rajendran, S., Krayer, L., Candelon, F., & Lakhani, K. R. (2026). Navigating the jagged technological frontier: Field experimental evidence of the effects of artificial intelligence on knowledge worker productivity and quality. Organization Science, 37(2), 403–423. https://doi.org/10.1287/orsc.2025.21838

Recommended Readings

Hess, T., & Graf, A. (2026). Beyond the digital transformation? Towards a meta-concept for managing the digital change of companies. Journal of Information Technology. https://doi.org/10.1177/02683962261447507

Leon, M. (2026). Governing generative AI in organizations: A design theory and quasi-experimental field study of sociotechnical guardrails. The Journal of Supercomputing, 82, Article 641. https://doi.org/10.1007/s11227-026-08760-7

Te'eni, D., Raymond, M., Rowe, F., Thénoz, E., & Trimborn, P. (2026). Organizational learning for exploring generative AI: CORE-sandbox experiments. International Journal of Information Management, 87, Article 103029. https://doi.org/10.1016/j.ijinfomgt.2026.103029

Brynjolfsson, E., Li, D., & Raymond, L. R. (2025). Generative AI at work. The Quarterly Journal of Economics, 140(2), 889–942. https://doi.org/10.1093/qje/qjae044

Kane, G. C., Phillips, A. N., Copulsky, J. R., & Andrus, G. R. (2019). The technology fallacy: How people are the real key to digital transformation. The MIT Press.

Rogers, D. L. (2016). The digital transformation playbook: Rethink your business for the digital age. Columbia Business School Publishing.

Westerman, G., Bonnet, D., & McAfee, A. (2014). Leading digital: Turning technology into business transformation. Harvard Business Review Press.

Wirtz, B. W. (2024). Digital business and electronic commerce: Strategy, business models and technology (2nd ed.). Springer.

Iansiti, M., & Lakhani, K. R. (2020). Competing in the age of AI: Strategy and leadership when algorithms and networks run the world. Harvard Business Review Press.

Mukherjee, A. S. (2020). Leading in the digital world: How to foster creativity, collaboration, and inclusivity. The MIT Press.

Parker, G. G., Van Alstyne, M. W., & Choudary, S. P. (2016). Platform revolution: How networked markets are transforming the economy—and how to make them work for you. W. W. Norton & Company.

Avolio, B. J., Kahai, S. S., & Dodge, G. E. (2000). E-leadership: Implications for theory, research, and practice. The Leadership Quarterly, 11(4), 615–668. https://doi.org/10.1016/S1048-9843(00)00062-X

About the Lecturer

Associate Professor Dr. Mirella Muhic, Department of Strategy and Management.