Carnegie Mellon University

17656- Leadership and Digital Transformation

Semester: Mini 6**, Year:** 2024

Units: 6**, Section:** D6

Instructor information

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Course Description

Gen AI, ChatGPT, LLMs, XR … what, when and how should I use these for my business? Will I be left behind if I do not embrace it? The technology landscape is full of acronyms and buzz words and that is rapidly changing.

Digital Transformation is more about *re-imagining business models and consumer experience* than just technology, which is indeed a potent enabler. Transformation is no longer just an option for consideration but an urgent call for action. Organisations need to transcend beyond point technology solutions to a holistic approach that anticipates consumer needs and delivers value.

This course is crafted to equip aspiring leaders with the strategic mindset required to lead their organizations through a seamless digital transformation. Transformational Leadership is pivotal to navigate the challenges and opportunities provided by digital economy. The course will introduce a framework for digital transformation and discuss best practices. Participants will explore strategies to manage stakeholders, drive change and innovation. Case studies and guest speakers from the industry will provide practitioner's perspective and experiences.

Learning Objectives

After completing this course, you will be able to
- Develop Digital Transformation strategies and Implementation plan.
- Apply Design Thinking techniques for customer-centricity.
- Identify opportunities for innovation and creating value for stakeholders.
- Lead Change and Engage stakeholders.

Learning Resources

- Recommended reading materials
  - Books (reference)
    - Blue Ocean Strategy, Chan Kim and Renee Mauborgne.
    - Innovators Dilemma, Clayton Christensen.
  - Articles
    - Accelerate, John P. Kotter.
    - Pipelines, Platforms and New Rules of Strategy, Marshall W. Van Alstyne, Geoffrey G. Parker, and Sangeet Paul Choudary.
    - Adobe Transition to Cloud, Shantanu Narayen.
    - Customer Centered Innovation Map, Lance A. Bettencourt and Anthony W. Ulwick.
- Case Studies
  - 4 case studies will be used in the course. These will be provided prior to commencement of the course.

Assessments

The final course grade will be calculated using the following categories:

Assessment	Percentage of Final Grade
Quizzes	20
Case study reflection writeup	40
Project: Digital Transformation Strategy writeup	20
Class attendance and participation	15
Project presentation	5

Students learn more by applying and explaining ideas to others, thus, the course requires active class participation and the following activities:

- Quizzes – quizzes are short answers, multiple choice taken on canvas.
- Case Study Evaluation & Reflection – Write up of 4 case studies, spread through the class.
- Project: Digital Transformation Strategy Writeup, will be evaluated for comprehensiveness, clarity, and feasibility of the transformation proposal.
- Class attendance and Participation: Class participation will be graded by the quality of in-class engagement, including asking relevant questions based on a critical review of required readings, lectures, on the quality of active interactions and contribution of

points of views. The lack of attendance, and the use of mobile devices, including phones and laptops, will count against your participation grade.
- Project Presentation will be evaluated for clarity of content and its presentation.

Grading Policy

Grade	Percentage Interval
A+	98-100%
A	93-97.99%
A-	90-92.99%
B+	88-89.99%
B	83-87.99%
B-	80-82.99%
C	70-79.99%
D	60-69.99%
R (F)	69.99% or below

Course Policies

- **Late-work policy:** All work is expected to be handed in at the indicated due date and time. For fairness to the whole class, no late submissions will be accepted. In the first week of classes, you should receive a course schedule for each course; please use them to plan ahead.
- In the case of unavoidable circumstances, each student is allowed one late submission for the quiz. You should immediately notify me before the submission deadline that you will submit late. Late work must be submitted as soon as circumstances allow, ordinarily within 24 hours of the due

date. After that marks will be deducted. If you have any questions, you should raise them immediately rather than waiting for conflicts to arise.
● Case Study Reflections and Project Writeups must be submitted on time, as it will be discussed the next day in the class.

Course Schedule

The following tentative schedule provides a general overview of topics and assignments. The final schedule with minor amendments will be posted before commencement of the class. Please refer to the syllabus online in Canvas for specific lecture topics, reading assignments and due dates. Schedule is subject to minor changes which will be updated on canvas when they occur as well as announced during class. Readings are listed on Canvas.

Date	Days	Discussion Topic
25-Jun	Tuesday	This session will introduce the participants to the overall flight path of the course and highlight the expectations of the participants. A framework for digital transformation will be introduced.
27-Jun	Thursday	**Design Thinking:** Customers are the focal points of transformation. It is essential to understand the customer, empathizing with them to facilitate designing products and services that deliver value. This segment will use Stanford's design thinking framework and technique to explore this domain.
2-Jul	Tuesday	Discussion of Case Study 1
4-Jul	Thursday	**Innovation & Platform:** This segment will explore the topic of Innovation which is a foundation layer for transformation. Building on customer focus, Clayton Christensen's concept of the concept of Job to be Done and disruptive innovation will be discussed. Strategy of moving from products to platforms, which would require re-imagining new paradigm of service delivery leveraging on network effect of platform.
9-Jul	Tuesday	Discussion of Case Study 2
11-Jul	Thursday	**Guest Lecture:** Data and AI for Health, Wealth and Wisdom.
16-Jul	Tuesday	Discussion of Case Study 3
18-Jul	Thursday	**Strategic Thinking and Planning** in the world of uncertainty is demanded of the leaders. Techniques of Scenario Planning will be introduced, and the concept of experimentation and business agility will be enunciated as necessary conditions for transformation.
23-Jul	Tuesday	Discussion of Case Study 4
25-Jul	Thursday	**Guest Lecture:** Transformational Leadership.
30-Jul	Tuesday	**Leading change** requires leaders to understand human psychology which by default resists change. Kotter's change management framework will be introduced. In this era of rapid changes in technology, customer demands, competitive landscape the organizational reconfiguration and business agility will be discussed.
1-Aug	Thursday	**Project Presentation.**

Accommodations for Students Disabilities. If you have a disability and have an accommodations letter from the Disability Resources office, I encourage you to discuss your accommodations and needs with me as early in the semester as possible. I will work with you to ensure that accommodation is provided as appropriate. If you suspect that you may have a disability and would benefit from accommodation but are not yet registered with the Office of Disability Resources, I encourage you to contact them at access@andrew.cmu.edu.

Academic Integrity. Honesty and transparency are important to good scholarship. Plagiarism and cheating, however, are serious academic offenses with serious consequences. If you are discovered engaging in either behavior in this course, you will earn a failing grade on the assignment in question, and further disciplinary action may be taken.

I expect that all the work students submit for this course will be their own. I have carefully designed all assignments and class activities to support your learning. Doing your own work, without human or artificial intelligence assistance, is best for your achievement of the learning objectives in this course. In instances when collaborative work is assigned, I expect for the submitted work to list all team members who participated. I specifically forbid the use of ChatGPT or any other generative artificial intelligence (AI) tools at all stages of the work process. Deviations from these guidelines will be considered violations of [CMU's academic integrity policy](). Note that expectations for "plagiarism, cheating, and acceptable assistance" on student work may vary across your courses and instructors. Please ask me if you have questions regarding what is permissible and not for a particular course or assignment.

Student Wellness. As a student, you may experience a range of challenges that can interfere with learning, such as strained relationships, increased anxiety, substance use, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may diminish your academic performance and/or reduce your ability to participate in daily activities. CMU services are available, and treatment does work. You can learn more about confidential mental health services available on campus at the [Counseling and Psychological Services]() website. Support is always available (24/7) from Counseling and Psychological Services: 412-268-2922.

Respect for Diversity. [Please refer to the [Eberly Center's page on Diversity Statements]() for other examples, if this one does suit your needs.] It is my intent that students from all diverse backgrounds and perspective be well served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength, and benefit. It is my intent to present materials and activities that are respectful of diversity: gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture. Your suggestions are encouraged and appreciated. Please let me know if any of our class meetings conflict with your religious observations so that I can make alternate arrangements for you.