



FACULTY OF SOCIETY AND SCIENCE STUDY COURSE DESCRIPTION

Course Title:	Digital Transformation				
Course code (LAIS):					
Study programme:	Tourism Competitiveness Management				
Level of Study programme:	<input type="checkbox"/>	1st level professional higher education			
	<input type="checkbox"/>	Professional Bachelor			
	<input type="checkbox"/>	Professional Master			
	<input checked="" type="checkbox"/>	Academic Master			
	<input type="checkbox"/>	PhD level			
Type of Study programme:	<input type="checkbox"/>	Compulsory course (Part A)			
	<input type="checkbox"/>	Professional specialization courses (Part B, compulsory)			
	<input checked="" type="checkbox"/>	Professional specialization optional courses (Part B, optional)			
	<input type="checkbox"/>	Elective courses (Part C)			
Course Workload:	Credits	ECTS	Academic hours	Contact hours	Independent work hours
	2,67	4	108	33	75
Course Author/ Tutor:	Name, surname				
	Visiting Associate professor, PhD Heikki Haaparanta				
	heikki.haaparanta@samk.fi				
	Consultation: according to the schedule for each semester				
Study Form:	Full time studies				
Study year, semester:	Year 1, Semester 2				
Language:	English or Latvian				
Prerequisites for the Course:					
Course Summary:	<p>Digitalization is nowadays everywhere. In every household, every working place, every school and every business. Digitalization is constantly changing due to the development of new technology and new solutions. Therefore, digitalization changes also the business environment in all sectors and requires companies and organizations constantly develop their business processes. Digitalization is often defined by technical solutions, which thrive the digital transformation processes. Rather than technology itself, successful digital transformation is more about the right business model, personnel engagement, training, change management process and process modelling. Travel industry is not separate of this global wave of digitalization. Actually, travel industry is already one of the most digitalized business sectors. But while customers all over the world are more and more in digital environments, the requirements for digital transformation are also higher in travel and tourism industry.</p>				
	<p>The purpose of this course is to acquire knowledge about digitalization phenomena and especially understand the key elements of digital transformation process. Students will understand the different requirements of digitalizing companies and organizations of various size and business area.</p>				
	<p>Keywords: Digitalization, Digital transformation, Change management, Process management, Digital service modelling</p>				
Course methods:	Individual and group works, lectures, discussions and seminars.				
Assessment:	Cumulative assessment approach is used that represents a student's work and documents his or her performance during the duration of the course.				
	There are 3 assignments (2 individual and one group work): each 15% of the final course grade. Final exam is 55 (or 50% in case of initiative works performed). All works are graded numeric.				
	AS1. Process evaluation of a case organization (15 %). Objective is to create visual				

	<p>description about the current business processes</p> <p>AS2. Digitalization plan of a case organization (15 %). Based on a process evaluation (AS1.) objective is to create a digitalization plan. Extra emphasis will be on customer understanding and service modelling as well in digital solutions</p> <p>As3. Project plan for digital transformation (15 %). Based on a digitalization plan (AS2) objective of this assignment is to create execution plan for company's digital transformation. Emphasis will be in the change management and detailed schedule planning. Also cost management will be included in assignment</p>	
Assessment and Requirements for Credits:	<p>Cumulative assessment approach is used that represents a student's work and documents his or her performance during the duration of the course.</p> <p>There are 3 assignments (2 individual and one group work): each 15% of the final course grade. Final exam is 55 (or 50% in case of initiative works performed). All works are graded numeric.</p> <p>AS1. Process evaluation of a case organization (15 %). Objective is to create visual description about the current business processes</p> <p>AS2. Digitalization plan of a case organization (15 %). Based on a process evaluation (AS1.) objective is to create a digitalization plan. Extra emphasis will be on customers understanding and service modelling as well in digital solutions</p> <p>As3. Project plan for digital transformation (15 %). Based on a digitalization plan (AS2) objective of this assignment is to create execution plan for company's digital transformation. Emphasis will be in the change management and detailed schedule planning. Also cost management will be included in assignment</p>	
Abiding by the Academic Ethics	<p>Students must abide by the academic and research ethics, Vidzeme University of Applied Sciences Ethics Regulations, incl.:</p> <ul style="list-style-type: none"> – study papers must be independently developed; – the study work should reference all statements, ideas and data used that have been authored by someone else; – appropriate data acquisition methods should be used in the acquisition of data, the research ethics must be respected, empirical data must be collected independently and cannot be distorted or falsified; – the examination must be carried out by the student independently, without the use of supporting materials and/or consultations with other students, unless the lecturer states otherwise. <p>In the event of non-compliance with the academic and research ethics, punishment is imposed in accordance with the ViA Ethics Regulations and the study course must be re-taken, unless the punishment is extramarital.</p>	
Learning Outcomes; the evaluation methods and criteria	Learning Outcomes	The evaluation methods and criteria
	Knowledge	
	Recognizes business processes and is able to develop the existing processes	A written assignment, the final exam according the study material.
	Understands realistically the possibilities and requirements of digital transformation	A written assignment, the final exam according the study material.
	Recognizes the importance of both customer needs and personnel engagement in digital transformation	A written assignment, the final exam according the study material.
	Skills	
	Creates credible and solid digital transformation plan in context of tourism industry	A written assignment, the final exam according the study material.
	Collaborative cooperation skills	Peer-review and peer-assessment, collaborative workshop
	Competency	
	Ability to create and execute effective digital transformation project in tourism industry	A written assignment, the final exam according the study material.

	organization	
Course Compulsory literature:	<p>Aguilar-Savén, R. S. (2004). Business process modelling: Review and framework. <i>International Journal of Production Economics</i>, 90(2), 129–149. https://doi.org/10.1016/S0925-5273(03)00102-6</p> <p>D. Evans, N. (2017). <i>Mastering Digital Business : How powerful combinations of disruptive technologies are enabling the next wave of digital transformation</i>. BCS Learning & Development Limited.</p> <p>Westerman, G., Bonnet, D., & McAfee, A. (2014). <i>Leading digital : turning technology into business transformation</i>. Harvard Business Review Press.</p>	
Course additional literature:	<p>Berghaus, S., & Back, A. (2016). <i>Stages in digital business transformation: Results of an empirical maturity study</i>. http://aisel.aisnet.org/mcis2016http://aisel.aisnet.org/mcis2016/22</p> <p>Bouwman, H., Nikou, S., Molina-Castillo, F. J., & de Reuver, M. (2018). The impact of digitalization on business models. <i>Digital Policy, Regulation and Governance</i> , 20(2), 105–124. https://doi.org/10.1108/DPRG-07-2017-0039</p> <p>Davis, M. M., Field, J., & Stavroulaki, E. (2015). Using Digital Service Inventories to Create Customer Value. <i>Service Science</i>, 7(2), 83–99. https://doi.org/10.1287/serv.2015.0098</p> <p>Kagermann, H. (2015). Change through digitization—value creation in the age of industry 4.0. In <i>Management of Permanent Change</i> (pp. 23–45). Springer Science+Business Media. https://doi.org/10.1007/978-3-658-05014-6_2</p> <p>Kane, G. C., Palmer, D., Nguyen Phillips, A., Kiron, D., & Buckley, N. (2017). Achieving Digital Maturity. <i>MIT Sloan Management Review and Deloitte University Press</i>, 59180, 1–29. https://doi.org/http://dx.doi.org/10.1016/j.placenta.2015.04.006</p> <p>Kreutzer, R. T., Neugebauer, T., & Pattloch, A. (2018). Digital Business Leadership - Digital Transformation, Business Model Innovation, Agile Organization, Change Management. In <i>Management for Professionals Digital Business Leadership</i>. Springer Link. https://doi.org/10.1007/978-3-662-56548-3</p> <p>Lederer, M., Knapp, J., & Schott, P. (2017). The digital future has many names - How business process management drives the digital transformation. <i>2017 6th International Conference on Industrial Technology and Management, ICITM 2017</i>, 22–26. https://doi.org/10.1109/ICITM.2017.7917889</p> <p>Parida, V., Sjödin, D., & Reim, W. (2019). Reviewing Literature on Digitalization, Business Model Innovation, and Sustainable Industry: Past Achievements and Future Promises. <i>Sustainability</i>, 11(2), 391. https://doi.org/10.3390/su11020391</p> <p>Rogers, D. L. (2016). <i>The digital transformation playbook : rethink your business for the digital age</i>.</p> <p>Rojers, J. P. (2018). Digital Transformation, Business Model Innovation and Efficiency in Content Industries: A Review. <i>The International Technology Management Review</i>, 7(1), 59. https://doi.org/10.2991/itmr.7.1.6</p> <p>Schallmo, D., Williams, C. A., & Boardman, L. (2017). Digital transformation of business models-best practice, enablers, and roadmap. In <i>International Journal of Innovation Management</i> (Vol. 21, Issue 8). World Scientific Publishing Co. Pte Ltd. https://doi.org/10.1142/S136391961740014X</p> <p>Schwer, K., Hitz, C., Wyss, R., Wirz, D., & Minonne, C. (2018). Digital maturity variables and their impact on the enterprise architecture layers. <i>Problems and Perspectives in Management</i>, 16(4), 141–154. https://doi.org/10.21511/ppm.16(4).2018.13</p>	



	Schwertner, K. (2017). Digital transformation of business. <i>Trakia Journal of Science</i> , 15(Suppl.1), 388–393. https://doi.org/10.15547/tjs.2017.s.01.065
	Siebel, T. M., & Rice, C. (n.d.). <i>Digital transformation : survive and thrive in an era of mass extinction</i>
Course confirmation date:	
Date of course description update:	

Study Course Plan:

Theme	Academic hours		Study Form/ Organization of independent work of students and task description
	Contact hours	Independent work hours	
Introduction to digital transformation, Foundations for digital change in organization	4	9	Lecture and workshop
Business processes, process modelling and process visualization	2	12	On-line lecture. First assignment explained
Business processes workshop	4	12	On-line discussion and feedback of assignment 1
Digital solutions and development of ICT	4	9	On-line lecture. Second assignment explained
Digital transformation	2	4	On-line lecture
Automatization and Artificial Intelligence	4	4	On-line lecture
Digital process development workshop	4	4	On-line discussion and feedback of assignment 2
Change management	2	9	On-line lecture. Third assignment explained
Customer engagement, personnel engagement	2	4	On-line lecture
Digital transformation plan workshop	5	12	On-line discussion and feedback of assignment 3
	32	75	