



Academic Year 2026-2027
Syllabus
Digital Transformation Management
CFU 6
Corrado Cerruti

Course Description

The course explains what digital transformation means and how companies use digital technologies to redesign strategies, marketing approaches, business models, organizational structures and business processes.

The course introduces the main technological foundations of digital transformation, including data, cloud computing, platforms, automation, process mining and artificial intelligence, while keeping a managerial rather than technical perspective.

Digital transformation concepts are put into practice through illustrative cases, managerial frameworks and applied diagnostic tools that help students understand can integrate digital technologies in redesigning their business processes and in regenerating their business models

This course aims to develop pragmatic and action-oriented analytical skills, enabling students to interpret digital transformation initiatives, assess their business impact and identify the managerial challenges associated with implementation.

The course objectives are:

- to develop an understanding of digital transformation from a managerial, strategic and organizational perspective;
- to understand the main digital technologies enabling the two waves of digital transformation;
- to assess how digital technologies reshape competitive advantage, industry boundaries and strategic decision-making;
- to analyse the emergence of new digital business models, including platforms, subscription, freemium, marketplace and data-driven models;
- to understand how business processes are digitalised, redesigned, automated and monitored through data-driven approaches;
- to critically assess the ongoing impact of AI on strategy, marketing, organizational design, business processes, ethics and the future of work:

Learning Objectives

Knowledge and Understanding

Know the basic concepts of digital transformation management and understand the different elements required to successfully design and implement transformation initiatives within organizations. Understand how digital technologies, data and AI affect strategy, marketing, business models, organizational structures and business processes.

Applying Knowledge and Understanding

Understand the main managerial frameworks used to analyse digital transformation and apply them to business cases. Students will learn to diagnose digital opportunities, interpret business model changes, evaluate process redesign initiatives and discuss the implications of AI-enabled transformation.

Making Judgments

Understand how and why digital transformation decisions are taken and apply judgement in business case analysis, considering strategic relevance, organizational readiness, technological feasibility, implementation risks, ethical implications and expected business value.

Communication Skills

Summarize and present a digital transformation diagnostic, including the role of digital technologies, the business model implications, the business process redesign organizational impact, the contribution of Enterprise Information Systems and the AI potential & risks.

Learning Skills

Analyse critically digital transformation projects and discuss the key steps in their implementation path, including strategic alignment, capability development, process redesign, governance, risk management and responsible use of AI.

Teaching Method

The course employs a blended teaching approach, combining in-person sessions with asynchronous digital learning through a dedicated platform that offers slides, videos, transcripts, readings and additional resources. It also features interactive case discussions and self-assessment tests. The teaching approach is grounded in active and collaborative learning principles aimed at enhancing strategic thinking, digital awareness, and critical reflection on the organizational and societal impact of digital technologies and AI.

Schedule of Topics

Topic 1	What is digital transformation and why does it matter
Topic 2	The digital transformation journey
Topic 3	Digital disruption and competitive advantage
Topic 4	Digital business model innovation [asynchronous]
Topic 5	Digital platforms and ecosystems [asynchronous]
Topic 6	Digital Business Process Management [asynchronous]
Topic 7	Hyper business process automation [asynchronous]
Topic 8	Enterprise Information System (EIS) [asynchronous]
Topic 9	Enterprise Resource Planning (ERP) system [asynchronous]
Topic 10	AI applications inside the Enterprise Systems [asynchronous]
Topic 11	AI-based digital transformation projects [asynchronous]
Topic 12	Analytics and data-driven decision-making
Topic 13	Cybersecurity approach in Digital Transformation
Topic 14	Responsible AI and ethics dilemmas

Textbook and Materials

Attending students are required to study the slides, the videos and the selected readings (available on the Rome Tor Vergata e-learning platform)

Non-attending students, in addition to slides, videos and selected readings, have to read and learn a report on digital transformation/AI published in 2026 or 2027 by a major consulting company (the report will be selected at the start of the course).

Assessment

The assessment is looking both at the knowledge of the theoretical models and at the capability to use these models to analyse the business cases.

- For attending students, the assessment is based on a written test made of four open questions from the slides and the videos/readings
- For non-attending students, the assessment is based on a written test made of four open questions: three questions from the slides/videos/readings and one question from the textbook

Office hours

On demand – to be booked by e-mail

E-mail

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NOTE: If you are an **Erasmus** or a **non-Global Governance** student who would like to attend one or more courses in the Global Governance programme, please be aware that, before enrolling in the course, you should have read the **code of conduct** and the procedural rules characterizing our programme. We assume that, if you enroll in the course, **you have read and accepted all Global Governance values and rules**. Notice that attendance is expected from the very first lesson and you need to attend at least 75% of the course to be considered an attending student.

Description of the methods and criteria for testing learning

The examination assesses the student's overall preparation, ability to integrate the knowledge of the different parts of the program, consequentiality of reasoning, analytical ability and clarity of presentation, in accordance with the Dublin descriptors (1. knowledge and understanding; 2. applying knowledge and understanding; 3. making judgements; 4. learning skills; 5. communication skills).

The examination will be graded according to the following criteria:

Unsuitable: important deficiencies and/or inaccuracies in the knowledge and understanding of the topics; the topics are exposed in an incoherent manner and with inappropriate language.

18-20: barely sufficient knowledge and understanding of most of the topics, with some missing items; sufficient capacity for analysis; the topics are sometimes exposed in an inconsistent manner and with inappropriate/technical language;

21-23: basic knowledge and understanding of most of the topics; ability to analyze and synthesize correctly with sufficiently coherent logical argumentation, with possibly some inaccuracy in the technical language.

24-26: good knowledge and understanding of most of the topics; good analytical and synthetic skills with rigorously expressed arguments, though with possibly a few inaccuracies in the technical language.

27-29: complete knowledge and understanding of the topics; good capacity for analysis and synthesis. Arguments presented in a rigorous manner and with appropriate/technical language, with only minor inaccuracies.

30-30L: very good level of knowledge and thorough understanding of topics. Excellent analytical and synthetic skills and independent judgement. Arguments expressed in an original manner and in appropriate technical language.
