

# IS 570 - Managing Change for Digital Transformation

## Instructor

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Mondays 1:00-5:00pm and Fridays 1:00-4:00pm  
E-mails/Text will be returned within 24 hours

## Course Information

IS 570 Section 901    Class Number 40153  
IS 570 Section 910    Class Number 40154  
Quarter: Spring 2023  
Class times: Mondays 5:45PM-9:00PM  
Room: Loop Lewis 1510, Online Sync (Zoom)  
**and Asynch (Section 910)**  
Campus: Loop  
Course home page: <https://d2l.depaul.edu/>  
Drop Date: April 10, 2023  
Withdraw Date: May 12, 2023  
<https://academics.depaul.edu/calendar/Pages/default>

## Learning Outcomes

Some of the specific learning outcomes you can obtain in this course are listed below:

- Analyze the characteristics of IT-based change efforts.
- Understand the change mechanisms for individuals, teams and organizations
- Determine the appropriate leadership actions for an enterprise system with a transformation goal.
- Determine the appropriate actions for various change agents.
- Understand the role of training and communications in the successful implementation of a digital transformation.
- Understand the specific digital transformation imperatives involving a data-driven organization.

## Course Description

This course is targeted towards information systems professionals who are involved in the planning and implementation of large scale, cross-functional enterprise systems for digital transformation. Students will examine the characteristics of technology efforts that change and transform the way people perform their tasks and how the new technology structures the flows of information and decision-making using workflow modeling methods. Through case studies and exercises students gain insights into the elements of successful implementations leading to the preparation of a change management plan. Emphasis is placed on developing mechanisms for communicating and training all affected agents.

## Course Organization

This is lecture course with weekly lectures, readings, workshops and project assignments done in and outside of class. Workshops and projects consist of developing Artifacts and specifications related to Organizational Change. Students will work individually and in small teams to master Organizational Change concepts related to Digital Transformation. Readings will be a collection of Text Books, PDFs, website content, and DePaul online resource material.

Information on course modalities: <https://resources.depaul.edu/teaching-commons/teaching-guides/course-design/Pages/course-modalities.aspx>

## Text Books

- Cameron, E. and Green, M., (2019), Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change 5<sup>th</sup> Edition, ISBN: 978-0749496975, Kogan Page.
- Sacolick, Isaac, (2017), Driving Digital: The Leaders Guide to Business Transformation Through Technology, ISBN: 978-0-8144-3860-2, American Management Association.

## Course Topics

- Key Types of Change
    - Individual
    - Teams
    - Organizational
  - Culture
  - Leading Change
  - The Change Agent
  - Restructuring / Mergers & Acquisitions
  - Sustainability
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- Why Transform
  - Digital Transformation Practices (Agile)
  - Technology Foundations
  - IT Architectures Impact on Digital Transformation
  - IT Portfolio Management
  - Data Driven Transformation
  - Driving Revenue Through Transformation

## Grading Scale

Course work will be weighted as follows:

- Assignments/Homework: 30 points
  - HW1 – HW9: 2 - 5 points each
- Group Projects: 40 points
  - Individual Project 1: 10 points
  - Group Project 2: 15 Points
  - Group Project 3: 15 Points
- Exams: 30 points:
  - Midterm 15 points
  - Final 15 points (Attendance via in-person or Zoom is required June 6, 5:45pm)

Format: Online D2L Quiz: Proctored and timed exams in D2L.  
Open Book/Notes.  
Randomized questions/answers. T/F, Multiple Choice.

## Letter Grade Percentage Points

A	100 – 93
A-	92.99 – 90
B+	89.99 – 87
B	86.99 – 83

B-	82.99 – 80
C+	79.99 - 77
C	76.99 - 73
C-	72.99 - 70
D+	69.99 - 67
D	66.99 - 59
F	Below 59

## Topics Covered: Week-By-Week Schedule

**NOTE: See Content Section in D2L as Lecture Topics may shift around between weeks.**

Week	Date	Topic
1	Mar 28	Course and Project Overview Change Management Overview Individual Change Management
2	Apr 4	Team Change Management Team Dynamics
	Apr 10 May 12	<i>Last day to drop with no penalty</i> <i>Last day to withdraw</i>
3	Apr 11	Organizational Change Project 1 <b>Assigned</b>
4	Apr 18	Digital Transformation – Transformation Imperative Project 1 – <b>Due at the end of class</b>
5	Apr 25	<b>Mid-Term (Open Book, Open Notes) – Async Students must complete by Friday Apr 28, midnight</b> Culture and Change Management Group Project 2 – <b>Assigned</b>
6	May 2	Leading Change The Change Agent
7	May 9	Digital Transformation – Practices & Technologies Group 2 Project – <b>Due at the end of class</b>
8	May 16	Restructuring Mergers and Acquisitions Group Project 3 – <b>Assigned</b>
9	May 23	Digital Transformation – Portfolio Management, Architecture, Data Driven Organization and Driving Revenue
10	May 30	Group Project 3 – <b>Presentations</b> Advanced Topics (Time Permitting)
	Jun 6	Finals Week (Optional Review) <b>Final Exam (Open Book, Open Notes) – Async Students must take the Final on Tues, June 6, 5:45pm</b>

\*\*\* NOTE:

Please, always refer to the syllabus posted in D2L for reference.

Academic Calendar: <https://academics.depaul.edu/calendar/Pages/default.aspx>

## Assignments and Due Dates

- **Assignment templates are submitted to a D2L submission folder.**
- **The D2L submission folders has a due date and time listed on D2L.**
- **Assignments are due on their assigned date and time. Due dates differ by assignment.**

- Due dates and times are listed in D2L.
- Students are responsible for checking D2L and being aware homework due dates.
- Assignment submitted late will receive the following deductions:

#### Late assignment point deductions

> 1 hour and < 1 day: – 10%

≥ 1 day and < 1 week: – 25%

≥ 1 week and < 2 weeks: -50%

2 Weeks or more: - 0 points

Assignment extensions and D2L submission folder closures. Students may request extensions but must be requested at least 24 hours prior to the due date.

Extensions are usually between 1 and 3 days.

Note: The D2L submission folder closes at 9 pm on the day of the final (Week 11).

At that point, assignments are no longer accepted for grading.

## Exams

As previously noted there will be two major exams (mid-term and final). Each will count 15 points to your overall grade. **The Final Exam is proctored and requires your attendance either in-person or via Zoom on the specified date/time.** If you are unable to attend the either session for this exam, you must let me know **prior to the date/time it is administered** to schedule an alternative time.

## Policies (Instructor Specific)

### Text and Required Materials

- Our textbooks are titled Making Sense of Change Management and Driving Digital
- For additional material we will use D2L PDF(s), DePaul Books24, Safari, and web articles (NOTE: D2L is not “certified” to run on Safari).
- Access to a computer or laptop with web access
- A working email account.
- Web access for online articles and DePaul books online
- Zoom Access
- Word Processing program
- Spreadsheet program
- ASCII Text Editor
  - Windows: Notepad++, Edit++, Brackets
  - Mac: Text Wrangler, BBEdit, Brackets

Reading assignment details will be made available during class (and posted in D2L).

### Attendance

- Attendance for this course will be taken in Section 901.
- Please be on time or notify your me via text or e-mail if you will be late or unable to attend.

## Contact Information and Support

- Details:
  - Email: [rdumiak@depaul.edu](mailto:rdumiak@depaul.edu)
  - Phone: 847 612-7469

- **Office Hours:** (by appointment)  
Mondays 1:00-5:00pm and Fridays: 1:00-4:00pm

**I welcome your contacting me outside of class and “office hours” and I’m committed to responding within 24 hours**

### **Participation Expectations**

**This class is sometimes focused on team-based work. You MUST have a working camera, camera and microphone on your computer or tablet (Smart phones will be very difficult to use). Students are expected to participate in the learning process. As we advance through the material and perform activities either in-person or as part of the virtual class, it is your responsibility to both ask questions and attempt to answer questions when asked.**

- **Don’t engage in other activities during sessions (driving, cooking, cleaning, etc.)**
- **Minimize distractions, such as televisions and cell phones, when possible.**
- **Try to put your device at eye level on a solid surface. Holding your device or placing it in your lap can add movement to your video, which can be distracting.**
- **If you think you might have trouble actively participating in meetings, let me know in advance.**

**Please note: Students should report any incidents of behavioral misconduct (including harassment) in video conference meetings to me. Any incident of harassment and/or behavioral misconduct that impedes the teaching & learning environment may be reported to the Dean of Students Office for referral to the student conduct process. This includes sharing meeting links, passwords, screenshots, recordings, or other meeting information in a way that could facilitate harassment or misconduct by others.**

### **Class Discussion:**

**Student participation in class discussions will be conducted in two ways.**

**First, students are highly encouraged to ask questions and offer comments relevant to the day’s topic.**

**Secondly, students will be called upon to participate in the activity and offer comments related to the reading assignments. Students must keep up with the reading to participate in the activity and class discussions and discussion board. This quarter we will participate in a pilot of the Hypothes.is tool to allow the annotation of selected readings.**

### **Attitude:**

**A professional and studious attitude is expected throughout this course.**

**Students will refrain from such behaviors as talking to others when the instructor is speaking, mocking another’s opinion, emailing, and texting or using the Internet whether on a phone or computer. If any issues arise a student may be asked to leave the classroom. The instructor will work with the Dean of Students to resolve these issues.**

### **Civil Discourse:**

**DePaul University is a community that thrives on open discourse that challenges students, both intellectually and personally, to be Socially Responsible Leaders. It is the expectation that all dialogue in this course will be civil and respectful of**

each student. Any instances of disrespect or hostility may jeopardize a student's ability to be successful in the course. The instructor will work with the Dean of Students to resolve these issues.

#### **Cell Phones/On Call:**

If you bring a cell phone to class, it must be off or set to a silent mode. If you are required to be on call as part of your job, please advise the instructor at the start of the course. Should you need to answer a call during class, you must leave the room as discreetly as possible. Please put your cell phone away during class. Do not keep it on the desk. Students who do not comply will be asked to leave class and will receive an absence.

#### **No texting during class:**

Out of respect to fellow students and the instructor. Headphones are not allowed in class: Please take off headphone and ear buds and put them away during class.

#### **Reading and Assignments**

Reading assignments will be sections from our textbook and online articles. Reading assignment details will be made available during class and posted on the DePaul D2L.

#### **Class Workshop (Project) Assignments**

- Students may work in small teams to learn the agile methodology, teamwork, and work together to solve simulated project problem using the agile methodology.
- Assignment due dates will be published on D2L. Students will submit assignments to D2L using a template document.

#### **Assignment Submission to D2L**

If you are using Mac Pages, please convert the Pages template to a PDF and submit the PDF to D2L.

Accepted template formats are Microsoft Word or PDF.

*Please do not submit Pages, Text, or Zip files to D2L submission folder for this class. They will not be graded and you not receive credit for the assignment.*

#### **Changes to Syllabus**

This syllabus is subject to change as necessary during the quarter. If a change the syllabus occurs, it will be thoroughly addressed during class, posted under Announcements in D2L and sent via email.

Please, always refer to the syllabus posted in D2L for reference.

#### **Diversity and Inclusion**

At DePaul, our mission calls us to explore “what must be done” in order to respect the inherent dignity and identity of each human person. We value diversity because it is part of our history, our traditions and our future. We see diversity as an asset and a strength that adds to the richness of classroom learning. In my course, I strive to include diverse authors, perspectives and teaching pedagogies. I also encourage

open dialogue and spaces for students to express their unique identities and perspectives. I am open to having difficult conversations and I will strive to create an inclusive classroom that values all perspectives.

### Online Course Evaluations

Evaluations are a way for students to provide valuable feedback regarding their instructor and the course. Detailed feedback will enable the instructor to continuously tailor teaching methods and course content to meet the learning goals of the course and the academic needs of the students. They are a requirement of the course and are key to continue to provide you with the highest quality of teaching. The evaluations are anonymous; the instructor and administration do not track who entered what responses. A program is used to check if the student completed the evaluations, but the evaluation is completely separate from the student's identity. Since 100% participation is our goal, students are sent periodic reminders over three weeks. Students do not receive reminders once they complete the evaluation. Please see <https://resources.depaul.edu/teaching-commons/teaching/Pages/online-teaching-evaluations.aspx> for additional information.

### Academic Integrity and Plagiarism

This course will be subject to the university's academic integrity policy. All students are expected to abide by the University's Academic Integrity Policy which prohibits cheating and other misconduct in student coursework. Publicly sharing or posting online any prior or current materials from this course (including exam questions or answers), is considered to be providing unauthorized assistance prohibited by the policy. Both students who share/post and students who access or use such materials are considered to be cheating under the Policy and will be subject to sanctions for violations of Academic Integrity.

More information can be found at <https://resources.depaul.edu/teaching-commons/teaching/academic-integrity/Pages/default.aspx>.

#### *Posting work on online sites, such as Hero*

All students are expected to abide by the University's Academic Integrity Policy which prohibits cheating and other misconduct in student coursework. Publicly sharing or posting online any prior or current materials from this course (including exam questions or answers), is considered to be providing unauthorized assistance prohibited by the policy. Both students who share/post and students who access or use such materials are considered to be cheating under the Policy and will be subject to sanctions for violations of Academic Integrity.

### Withdrawal (Academic Policies)

All students are required to manage their class schedules each term in accordance with the deadlines for enrolling and withdrawing as indicated in the University Academic Calendar. Information on enrollment, withdrawal, grading and incompletes can be found at: <http://cdm.depaul.edu/enrollment>.

### Incomplete Grades (Academic Policies)

An incomplete grade is a special, temporary grade that may be assigned by an instructor when unforeseeable circumstances prevent a student from completing course requirements by the end of the term and when otherwise the student had a record of satisfactory progress in the course. All incomplete requests must be approved by the instructor of the course and a CDM Associate Dean. Only exceptions



cases will receive such approval. Information about the Incomplete Grades policy can be found at <http://www.cdm.depaul.edu/Current%20Students/Pages/Grading-Policies.aspx>

### Waitlists and Late Registrants

If you are unsure how waitlists work, please visit DePaul Central's webpage for specific policies. Waitlists expire at the registration deadline. Students who register for this class late are responsible for making up all late assignments. They should also contact me ASAP to discuss any possible assignment extensions.

**Preparation:** Students are expected to prepare for class by reviewing class activities, presentations, and assignments before class. This is an instructional class. Preparation for class is essential. I cannot allow non-registered students to stay in this class beyond the first week if they are not enrolled. There are federal aid requirements that are compromised if the student is in class and not enrolled. Appeals may be submitted online via MyCDM by the student. Appeals must include: 1) written statement from the student describing why the registration deadline was missed; 2) documentation (e.g. copy of email) from the instructor supporting the late enrollment appeal and indicating how many classes/assignments the student has missed.

### Preferred Name & Gender Pronouns

Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender, gender variance, and nationalities.

I will gladly honor your request to address you by an alternate name or gender pronoun. *Please advise me of this preference early in the quarter so that I may make appropriate changes to my records.*

Student Preferred Name and Gender Policy at <http://policies.depaul.edu/policy/policy.aspx?pid=332>

### Students with Disabilities

Students seeking disability-related accommodations are required to register with DePaul's Center for Students with Disabilities (CSD) enabling you to access accommodations and support services to assist your success. There are two office locations:

Loop Campus - Lewis Center #1420 - (312) 362-8002  
Lincoln Park Campus - Student Center #370 - (773) 325-1677

Students can also email the office at [csd@depaul.edu](mailto:csd@depaul.edu)

Students who are registered with the Center for Students with Disabilities are also invited to contact me privately to discuss how I may assist in facilitating the accommodations you will use in this course. This is best done early in the term. Our conversation will remain confidential to the extent possible.

### Covid-19/Corona Virus

Information regarding DePaul's health and safety compliance can be found at: <https://resources.depaul.edu/coronavirus/faqs/Pages/classes-academics-faculty.aspx>



### **Emergency School Closure Information**

Info on emergency closure can be found at: **Emergency School Closure**

- In the event of a large-scale class cancellation or closure, a University-wide e-mail will be issued.
- A voicemail message will also be posted on the University's general announcement line at 312/362-6226 or main telephone number at 312/362-8000.
- Additionally, the DPU Alert system may be utilized and a banner on the University's homepage with closure information may be activated.
- The University may also post information on the University's social media.