



DEPARTMENT OF APPLIED INFORMATION TECHNOLOGY

TIA013 Organizing for Digital Transformation, 15 credits

Organisering för digital omvandling, 15 högskolepoäng

Second Cycle

Reading list for TIA013, to be valid from spring semester of 2021

Reading list was confirmed by Department of Applied Information Technology on 2021-01-28 to be valid from 2021-03-25.

See appendix.



DEPARTMENT OF APPLIED IT

TIA013 Organizing for Digital Transformation, 15 credits

Second Cycle/ Avancerad nivå

The reading list was confirmed on 2021-01-28 to be valid from 2021-03-25.

The list of literature forms the basis for the course and will be an essential source for developing your individual and group assignments. It is structured according to the key concepts covered in the course.

Theme 1 – Disruption

- King, A. A., and Baatartogtokh, B. (2015) How Useful is the Theory of Disruptive Innovation, MIT Sloan Management Review.*
- Lepour, J. (2014) The Disruptive Machine. What the Gospel of Innovation Gets Wrong. Download: <https://www.newyorker.com/magazine/2014/06/23/the-disruption-machine>*
- Vardi, M. Y. (2018) Move Fast and Break Things?, Communications of the ACM. Link: <https://doi.org/10.1145/3244026>.*

Theme 2: Digital Transformation

- Chanas, S., Myers, M. D., & Hess, T. (2018). Digital transformation strategy making in pre-digital organizations: The case of a financial services provider. *The Journal of Strategic Information Systems*, 28(1), 17-33.
- Lanamäki, A., Väyrynen, K., Laari-Salmela, S., & Kinnula, M. (2020). Examining relational digital transformation through the unfolding of local practices of the Finnish taxi industry, *The Journal of Strategic Information Systems*, 29(3), 101622.
- Lanzolla, G., Lorenz, A., Miron-Spektor, E., Schilling, M., Solinas, G., and Tucci, C. (2020) Digital Transformation: What is new if anything? Emerging patterns and management research, *Academy of Management Discoveries*, (6)3, 341-350.
- Li, L., Su, F., Zhang, W., and Mao, J-Y. (2017) Digital transformation by SME entrepreneurs: A capability perspective, *Information Systems Journal*, 28, pp. 1129-1157.
- Hansen, R., and Siew, S. (2015) Hummel's Digital Transformation Toward Omnichannel Retailing: Key Lessons Learned, *MIS Quarterly Executive*, 14(2):51-66.

- Ivarsson, Frida and Svahn, Fredrik, "Becoming a Digital Ecosystem Orchestrator - The Sydved Case" (2020). In *Proceedings of the 28th European Conference on Information Systems (ECIS)*, An Online AIS Conference, June 15-17, 2020.
 - Video-resource: https://aisel.aisnet.org/ecis2020_rp/191/ (open access)
- Jones, R., Casey, R., and Draheim, M. (2018) Digital Transformation is Workforce Transformation, *MIS Quarterly Executive*, 18(1):1-17.
- Markus, M.L. and Rowe, F. (2020). Digital Transformation: Advancing Theoretical Diversity. Call for Papers Special Issue of the Journal of the Association for Information Systems.
- Nambisan, S., Wright, M., and Feldman M. (2019) The Digital Transformation of Innovation and Entrepreneurship, *Research Policy*, (48)8, 1-10.
- Skog, D., Wimelius, H., Sandberg, J. (2018) Digital Service Platform Evolution: How Spotify Leveraged Boundary Resources to Become a Global Leader in Music Streaming. In: *Proceedings of the 51st Hawaii International Conference on System Sciences*, 4564-4573.
- Svahn F, Mathiassen L, Lindgren R. Embracing Digital Innovation in Incumbent Firms: How Volvo Cars Managed Competing Concerns. *MIS Quarterly*. 2017;41(1):239-254.
- Vial, G. (2019) Understanding digital transformation: A review and a research Agenda, *Journal of Strategic Information Systems*, 28 (2), pp.118-144.
- Warner, K. S., & Wäger, M. (2019). Building dynamic capabilities for digital transformation: An ongoing process of strategic renewal. *Long Range Planning*, 52(3), 326-349.
- World Economic Forum, W. E. F. (2020). Digital Transformation Initiative. <https://reports.weforum.org/digitaltransformation/>
- Wessell, L., Baiyere, A., Ologeanu-Tadde, R, Cha, J., Blegind Jensen., T. (2021) Unpacking the Difference Between Digital Transformation and IT-Enabled Organizational Transformation, *Journal of the Association for Information Systems*, 22(1), 102-129.

Sub-theme: Technological framing

- Bean, C. J., & Hamilton, F. E. (2006). Leader framing and follower sensemaking: Response to downsizing in the brave new workplace. *Human Relations*, 59(3), 321-349.
- Treem, J.W. et al., 2015. Bringing Technological Frames to Work: How Previous Experience with Social Media Shapes the Technology's Meaning in an Organization. *Journal of Communication*, 65(2), pp.396-422.

Theme 2 – Frameworks for Digital Transformation

- Govindarajan, V. (2016) *The three-box solution: A strategy for leading innovation*. Harvard Business Review Press. *Chapter 1: A simple framework for leading innovation: The three boxes*, pp. 1-34. Download via CANVAS.

Sub-theme: Frameworks for Agile transformation

- Carroll, N., and Conboy, K. (2019) Applying Normalization Process Theory to Explain Large-Scale Agile Transformations. International Conference on Information Systems (ICIS) in Munich. (Best Paper Award). -LP9

- Denning, S. (2020) Why And How Volvo Embraces Agile At Scale, Forbes. Download: <https://www.forbes.com/sites/stevedenning/2020/01/26/how-volvo-embraces-agile-at-scale/>
- Paasivaara, M., Behm, B., Lassenius, C., & Hallikainen, M. (2018) Large-scale agile transformation at Ericsson: a case study, *Empirical Software Engineering*, 23:2550–2596. - LP10

Theme 3: Scenario-planning

- Wilkinson, L. (1995) How to Build Scenarios, Wired. Access through link below: <https://www.wired.com/1995/11/how-to-build-scenarios/>

Theme 4: Organizational change

- Appelbaum, S.H., Habashy, S., Malo, J. L., and Shafiq, H., (2012) Back to the future: revisiting Kotter's 1996 change model, *Journal of Management Development*, (31:8), pp.764-782.
- Beer, M., Eisenstat, R. A., and Spector, B. (1990) Why Change Programs Don't Produce Change, *Harvard Business Review*, November-December, pp. 4-12.
- Beer, M., & Nohria, N. (2000a). Cracking the code of change. *Harvard Business Review*, 78(3), 133–141.
- Burnes, B. (2011) Introduction: Why Does Change Fail, and What Can We Do About It?, *Journal of Change Management*, 11(4), pp. 445-450.
- Fredberg T., Pregmark J. (2017) Michael Beer: It's Not the Seed, It's the Soil. In: Szabla D.B., Pasmore W.A., Barnes M.A., Gipson A.N. (eds) *The Palgrave Handbook of Organizational Change Thinkers*. Palgrave Macmillan, Cham, pp. 107-125.
- Hughes, M. (2011). Do 70 Per Cent of All Organizational Change Initiatives Really Fail? *Journal of Change Management*, 11(4), pp. 451-464.
- Kotter, J. P. (1995) Leading Change: Why Transformation Efforts Fail, *Harvard Business Review*, 59-67.
- Koutsikouri D., Madsen S., Lindström N.B. (2020) Agile Transformation: How Employees Experience and Cope with Transformative Change. In: Paasivaara M., Kruchten P. (eds) *Agile Processes in Software Engineering and Extreme Programming – Workshops*. XP 2020. Lecture Notes in Business Information Processing, vol 396.
- Schwandt D. (2017) Karl E. Weick: Departing from Traditional Rational Models of Organizational Change. In: Szabla D.B., Pasmore W.A., Barnes M.A., Gipson A.N. (eds) *The Palgrave Handbook of Organizational Change Thinkers*. Palgrave Macmillan, Cham, pp. 1415-1431.

Theme 5: Change processes

- Rock, D. (2008) SCARF: A brain-based model for collaborating with and influencing other, *Neuro Leadership Journal*, Issue 1.
- Sayles, C. (2002) Transformational Change – Based on the Model of Virginia Satir, *Contemporary Family Therapy* 24(1), 93-109.

- Shotter, J. and Tsoukas, H. (2014) In Search of Phronesis: Leadership and the Art of Judgment, *Academy of Management Learning & Education*, 13(2), 224–243. -LP15

Sub-theme: Resistance

- Ford and Ford. (2006) Decoding resistance to change, *Harvard Business Review*, April Issue, 99-103. -LP16
- Ford, J. D., Laurie, W. F., and D’Amelio, A. (2008) Resistance to change: The rest of the story, *The Academy of Management Review*, 33(2), 362-377.
- Fleming, P. (2005) Workers' playtime? Boundaries and cynicism in a "culture of fun" program, *Journal of Applied Behavioral Science*, vol. 41, no. 3, pp. 285-303.
- Rivard, S., & Lapointe, L. (2012). Information Technology Implementers’ Responses to User Resistance: Nature and Effects. *MIS Quarterly*, 36(3), 897-920.

Additional reading (highly recommended)

Digital Transformation

- Davenport, T. H., and Westerman, G. (2018) Why So Many High-Profile Digital Transformations Fail, *Harvard Business Review*, 2-5.
- Bystad, B., Aanby, H.P., and Iden, J. (2017) Leading Digital Transformation: The Scandinavian Way. Open Access Paper.
- Madsen, S., Haslan, C. R., and Nielsen, J.A. (2020) Accelerated Digital Transformation: The Case of The Online University Caused By Covid-19, *Selected Papers of the IRIS*, Issue Nr 11.
- Sandberg, J., Holmström, J., and Lyytinen, L. (2020) Digitization and Phase Transitions in Platform Organizing Logics: Evidence from the Process Automation Industry, *MIS Quarterly*, 44(1a), 129-153. LP19
- Young, B. W., Mathiassen, L., & Davidson, E. (2016). Inconsistent and incongruent frames during IT-enabled change: An action research study into sales process innovation. *Journal of the Association for Information Systems*, 17(7), 1.

Resistance & Emotions

- Eriksson, C. B. (2004). The effects of change programs on employees’ emotions. *Personnel Review*, 33(1), 110-126.
- Huy, Q N. (1999). Emotional Capability, Emotional Intelligence and Radical Change. *Academy of Management Review*, 24(2), 325-345.
- Prasad, P., and Prasad, A. (2000) Stretching the Iron Cage: The Constitution and Implications of Routine Workplace Resistance, *Organization Science*, 11(4), 387-403.

General

- Clay B. (2017) John Kotter: A Pragmatic Observer of Managers' Life Worlds. In: Szabla D.B., Pasmore W.A., Barnes M.A., Gipson A.N. (eds) *The Palgrave Handbook of Organizational Change Thinkers*. Palgrave Macmillan, Cham, pp. 701-715.
- Snowden, D., and Boone, M. E. (2007). A Leader's framework for Decision-Making. *Harvard Business Review*, pp. 69-76.

Additional literature, to a lesser extent, may be added. If you have impaired reading, please contact the study counsellor at the Department of Applied Information Technology (studievagledning@ait.gu.se), so that we can plan possible additions with due regard to this.

If you have impaired reading, you can also contact the University Library for access to adapted course literature. Adapted course literature includes, for example, talking books, e textbooks or Braille. You must personally certify that your ability to read is impaired. The Swedish Agency for Accessible Media records and produces adapted course literature. It takes time to produce adapted course literature, so it is therefore important to contact the University Library in good time before the start of your course.