

MGT6534: TRANSFORMING ORGANIZATIONS IN THE AGE OF AI

Effective Term

Semester A 2026/27

Part I Course Overview

Course Title

Transforming Organizations in the Age of AI

Subject Code

MGT - Management

Course Number

6534

Academic Unit

Management (MGT)

College/School

College of Business (CB)

Course Duration

One Semester

Credit Units

3

Level

P5, P6 - Postgraduate Degree

Medium of Instruction

English

Medium of Assessment

English

Prerequisites

Nil

Precursors

Nil

Equivalent Courses

Nil

Exclusive Courses

Nil

Additional Information

Nil

Part II Course Details

Abstract

The impact of the rapid adoption and implementation of artificial intelligence (“AI”) upon organisations is unprecedented. Experienced and emerging business leaders, who themselves are tasked with driving transformation and change, require practical AI capabilities, governance understanding and leadership skills, to lead in an increasingly AI-driven business environment.

This pioneering course aims to equip students with the skills to understand the impact, the opportunities and the risks associated with AI adoption and integration across all aspects of business and management. Unlike other courses, an interdisciplinary faculty will deliver this course to combine both academic rigour and practical application. The applied content of this course will analyse strategies and frameworks for the horizontal and vertical integration of AI across industries and organisations, understand potential barriers to change and sources of resistance, and apply these concepts to real-world scenarios and cases.

The intended outcome of this course is to develop students who are ready to drive and advocate organisational transformation and change through strategic, sustainable and risk-managed AI integration.

Course Intended Learning Outcomes (CILOs)

CILOs		Weighting (if app.)	DEC-A1	DEC-A2	DEC-A3
1	Analyze how AI is disrupting traditional management paradigms and introducing the way for new ones (e.g., considering AI as collaborators or "employees").	20	x		
2	Apply management theories to analyse AI integration, focusing on assessing readiness, overcoming resistance, and measuring success.	20	x	x	
3	Develop strategies for transforming organizations into AI-native or AI-empowered entities, while addressing ethical, legal, and cultural implications.	20	x	x	
4	Evaluate real-world case studies of AI-driven transformation and propose actionable recommendations.	20	x	x	
5	Learn how to lead cross-functional teams in AI-driven change initiatives through simulations and projects.	20	x	x	x

A1: Attitude

Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.

A2: Ability

Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to real-life problems.

A3: Accomplishments

Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

Learning and Teaching Activities (LTAs)

LTAs		Brief Description	CILO No.	Hours/week (if applicable)
1	Lectures with Q & A	Students will engage in formal lectures to gain knowledge about organizational learning and change in the context of AI-driven transformation.	1, 2, 3, 4, 5	
2	Reading from the textbook and selected articles	Students will develop an in-depth understanding of the concepts and topics discussed by reading scholarly books and articles.	1, 2, 3, 4, 5	
3	Analysis, preparation & presentation of cases	Students will work in groups to analyze and prepare case studies, which they will present to their peers, who will actively engage as audience members.	1, 2, 3, 4	
4	Discussions of cases and issues in class and online	Students will discuss cases with their peers, identifying issues and exploring ways to resolve them.	4, 5	

Assessment Tasks / Activities (ATs)

ATs		CILO No.	Weighting (%)	Remarks	Allow Use of GenAI?
1	Participation	1, 2, 3, 4	20	Preparation & Engagement) including contributions to discussions and exercises in class	No
2	Assignments	1, 2, 3, 4, 5	40	Analysis and interpretation of specific cases and contemporary issues with reports in written and/or verbal/visual formats	No

3	Group Project	1, 2, 3, 4, 5	40	Teams of 4-5 students will select an industry and develop a full change management plan for AI integration/transformation.	Yes
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Continuous Assessment (%)

100

Additional Information for ATs

For Group Project, GenAI is allowed to use for desk research only.

Assessment Rubrics (AR)**Assessment Task**

Participation

Criterion

Preparation

Excellent (A+, A, A-)

The student is well-prepared for all or nearly all class activities and demonstrates some leadership in activities outside of class.

Good (B+, B, B-)

The student is prepared for most class activities.

Fair (C+, C, C-)

The student is prepared for many class activities.

Marginal (D)

The student is prepared for some class activities.

Failure (F)

The student is often unprepared or absent/late for class meetings.

Assessment Task

Participation

Criterion

Engagement

Excellent (A+, A, A-)

The student demonstrates leadership by initiating discussions, asking questions that stimulate discussion or reflection, and/or offering new and thoughtful ideas.

Good (B+, B, B-)

The student frequently contributes to shared learning by offering useful ideas/comments and/or asking meaningful questions.

Fair (C+, C, C-)

The student contributes to shared learning by offering useful ideas and comments/comments and/or asking meaningful questions.

Marginal (D)

Student contributes a few times to shared learning

Failure (F)

The student rarely contributes to shared learning by offering ideas and/or asking questions.

Assessment Task

Coursework (Assignments and Group Project)

Criterion

Understanding and application of knowledge

Excellent (A+, A, A-)

Excellent understanding of key issues/problems and application of key concepts, models and principles to specific issues and cases; able to analyse, synthesize and/or interpret as needed. Evidence of original, innovative and/or integrative thinking; able to develop and communicate key insights and compelling arguments by using supporting evidence and/or logic.

Good (B+, B, B-)

Good understanding of key issues and problems; good application of subject matter to issues and cases; able to analyze, synthesize, and/or interpret as needed; evidence of original, innovative, and/or integrative thinking; able to develop and communicate key insights and convincing arguments by using relevant evidence and/or logic.

Fair (C+, C, C-)

Able to understand and address the basic issues associated with the transformation of organizations by applying relevant subject matter, evidence, and logic; Able to formulate and communicate basic insights, viewpoints, and suggestions/recommendations.

Marginal (D)

Able to understand and address some basic issues; Able to formulate and communicate some basic insights, viewpoints, and suggestions/recommendations.

Failure (F)

Unable to address even the issues and problems that merely require the application of fundamental subject matter and the most basic evidence.

Part III Other Information

Keyword Syllabus

Introduction; AI-driven triggers for organizational change; Theories and models of organizational change in the context of AI transformation; Diagnosis of the context; Analysis of the AI-empowered and AI-native organizations; Stakeholders and performance; Planning change; Mission, vision and strategy; Objectives, content and process of change; Cultural values and change; Radical transformation versus incremental change; Preparing for change; Stakeholder management; Communication strategies; Employee resistance to change; Change management tools; Implementing change; Common problems; Key success factors; Leadership and teams; Evaluating AI transformation; Reflecting upon AI and digital transformation to learn from experience.

Reading List

Compulsory Readings

Title	
1	AI Superpowers by Kai-Fu Lee.
2	The Future of Management in an AI World by Jordi Canals and Franz Heukamp.
3	Weapons of Math Destruction by Cathy O'Neil (chapters on bias).
4	Change Management: The People Side of Change by Jeffrey Hiatt (AI adaptations).
5	Kotter's Leading Change (updated for AI).
6	AI 2041 by Kai-Fu Lee and Chen Qiufan.
7	Human + Machine by Paul Daugherty and H. James Wilson.
8	Competing in the Age of AI by Marco Iansiti and Karim Lakhani.

Additional Readings

Title	
1	HBR article: "The AI-Powered Organization" (2023).
2	McKinsey report on AI in business.
3	EU AI Act overview.
4	Gartner report on AI readiness.
5	HBR: "How AI Is Changing Leadership".
6	World Economic Forum's "Future of Jobs Report" (AI focus).
7	Clayton Christensen's disruption theory applied to AI.