MASTER OF SCIENCE DIGITAL TRANSFORMATION AND INNOVATION

Overview

Summary

• Degree offered: Master of Science (MSc)
• Registration status options: Full-time; Part-time
• Language of instruction: English
• Program option (expected duration of the program): within two years of full-time study
• Academic units: Telfer School of Management (https://telfer.uottawa.ca/en/), Faculty of Arts (https://arts.uottawa.ca/en/), Faculty of Engineering (http://engineering.uottawa.ca/), School of Electrical and Computer Science (http://engineering.uottawa.ca/eecs/)

Program Description
The Digital Transformation and Innovation program is a multi-faculty collaboration between the Telfer School of Management, the Faculty of Arts, and the Faculty of Engineering to train highly qualified professionals to create, manage, and research the profound change to our world that is happening as a result of electronic digital technology. At its heart, the technology enables the collection and communication of huge amounts of data that transforms how business and society works. It also creates a new online environment where the experience of business and social interactions by individuals is being reinvented. Innovation is an important aspect of the program to emphasize the re-invention and creative design of user experiences in business and social interactions.

Digital Transformation and Innovation is a multidisciplinary graduate program with a strong commitment to industry relevance as well as business and social implications of the technology. In the program, students will:

1. Develop and demonstrate the ability to communicate with and integrate multi-disciplinary expertise related to digital transformation and innovation.
2. Develop and demonstrate the ability to lead, design and create applications of digital transformation and innovation using current and emerging tools, techniques and technology.
3. Develop skills in management, technology, communications, information architecture, data science, UX design and gender/cultural awareness and demonstrate the ability to apply them in practice.
4. Develop and demonstrate the ability to assess, test and research digital transformation and innovation with sensitivity and awareness around ethics, equity, diversity, business and social impact.

Main Areas of Research
Research in the Digital Transformation and Innovation program is multi-disciplinary and involves collaboration between professors and students in Telfer School of Management, Faculty of Arts, and Faculty of Engineering. Design is a significant aspect of research in Digital Transformation and Innovation. This includes: design and implementation of applications, information design, visual literacy, user experience, and audience research.

Telfer School of Management
• Digital Marketing, Consumer Behavior, Customer Experience Design and Relationship Management
• Business Analytics and Business Intelligence
• Health Systems Innovation and Management
• Entrepreneurship, Innovation and Strategic Management
• Business Technology Management (including IT Diffusion, Adoption and Consumerization)
• Globalization, Governance, and Sustainability

Faculty of Arts
• Algorithmic culture, platformatization, and datafication
• Information and communication regulation and policy
• Privacy and surveillance
• Cultural, economic, political, and social impacts of innovation in digital networks and applications
• Information governance and ethics

Faculty of Engineering
• Applied Data Science
• User Experience
• Digital Health
• Cloud Computing
• Internet of Things

Other Programs Offered Within the Same Discipline or in a Related Area
• Doctorate in Philosophy Digital Transformation and Innovation
• Master of Digital Transformation and Innovation
• Master of Digital Transformation and Innovation with Concentration in UX Design
• Master of Digital Transformation and Innovation with Concentration in Applied Data Science

Fees and Funding
• Program fees

The estimated amount for university fees (https://www.uottawa.ca/university-fees/) associated with this program are available under the section Finance your studies (http://www.uottawa.ca/graduate-studies/programs-admission/finance-studies/).

International students enrolled in a French-language program of study may be eligible for a differential tuition fee exemption (https://www.uottawa.ca/university-fees/differential-tuition-fee-exemption/).

• To learn about possibilities for financing your graduate studies, consult the Awards and financial support (https://www.uottawa.ca/graduate-studies/students/awards/) section.
Notes

- Programs are governed by the general regulations (http://www.uottawa.ca/graduate-studies/students/general-regulations/) in effect for graduate studies at the University of Ottawa.
- In accordance with the University of Ottawa regulation, students have the right to complete their assignments, examinations, research papers, and theses in French or in English.

Program Contact Information
Graduate Studies Office, Faculty of Engineering (https://engineering.uottawa.ca/graduate-studies-office/)
STE 1024
800 King Edward Ave.
Ottawa ON Canada
K1N 6N5
Tel.: 613-562-5347
Fax.: 613-562-5129
Email: engineering.grad@uottawa.ca

Twitter | Faculty of Engineering (https://twitter.com/uOttawaGenie?lang=en)/
Facebook | Faculty of Engineer (https://www.facebook.com/uottawa.engineering/)

Admissions Requirements
For the most accurate and up to date information on application deadlines, language tests and other admission requirements, please visit the specific requirements (https://www.uottawa.ca/graduate-studies/programs-admission/apply/specific-requirements/) webpage.

To be eligible, candidates must:

- Have a Bachelor’s degree with a specialization or a major (or equivalent) in a relevant discipline with a minimum admission average of 75% (B+).
  
  Note: International candidates must check the admission equivalencies (https://www.uottawa.ca/graduate-studies/international/study-uottawa/admission-equivalencies/) for the diploma they received in their country of origin.

- Have completed a course in statistics; a course in management information systems or computing; and two advanced courses showing specialization in one of three disciplines: creative arts and humanities (online multi-media or communications); management (digital transformation management or strategy); technology (online application development or data science).

- Identify at least one professor who is willing to supervise your research and thesis. We recommend that you contact potential thesis supervisors as soon as possible.

Language Requirements
Most courses are delivered in English as the international language for advanced information technology. However, the program will provide an appropriately supportive environment for francophone students to develop professional competence in technical English at their own pace. Students have the right, as stipulated in the University’s bilingualism regulations (Academic Regulations I-2), to complete all their work, including their thesis, in the official language of their choice (French or English). There are fully bilingual professors and advisors who can support students in French.

Applicants whose first language is neither French nor English must provide proof of proficiency in the language of instruction through one of the following two requirements or one of the language tests below.

- Proof of completion within the last five years, of a previous degree program in an English language university.
- Proof of recent prolonged residence and exercise of a profession in an English speaking country (normally at least four years over the last six years).

Language tests recognized by the University of Ottawa:

- TOEFL minimum score of 600 (paper-based) with a minimum score of 50 on the written and 50 on the spoken or a minimum score of 100 (internet-based).
- IELTS minimum score of 7 for 3 of the 4 tests (Reading, Listening, Writing, Speaking) and a minimum score of 6 in the fourth test.
- A score of at least 14 on the CANTEST, with no individual test score below 4.0, along with a minimum score of 4.5 on the oral component of the test.

Note:

- Candidates are responsible for any fees associated with the language tests.
- Test scores cannot be more than two-years-old as of September 1 of the year of potential entry into the program.

Notes

- The admission requirements listed above are minimum requirements and do not guarantee admission to the program.
- Admissions are governed by the general regulations (http://www.uottawa.ca/graduate-studies/students/general-regulations/) in effect for graduate studies.

Program Requirements

Master's with thesis
Students must meet the following requirements:

Compulsory Courses:

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>DTI 7101</td>
<td>Research Workshop in Digital Transf. and Innovation</td>
<td>1.5 Units</td>
</tr>
<tr>
<td>DTI 7102</td>
<td>Interdisciplinary Research Methods in Digital Transf. and Innovation</td>
<td>1.5 Units</td>
</tr>
<tr>
<td>3 optional course units from:</td>
<td></td>
<td>3 Units</td>
</tr>
<tr>
<td>CMN 5115</td>
<td>Communication Ethics</td>
<td></td>
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<tr>
<td>DTI 5310</td>
<td>Ethics for Design, AI, and Robotics</td>
<td></td>
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<tr>
<td>ISI 5310</td>
<td>Ethics, Values and Information Dilemmas</td>
<td></td>
</tr>
<tr>
<td>4.5 optional course units from the list of Foundation courses</td>
<td></td>
<td>4.5 Units</td>
</tr>
<tr>
<td>4.5 optional course units from the list of Advanced topics</td>
<td></td>
<td>4.5 Units</td>
</tr>
<tr>
<td>3 optional course units from the list of optional courses</td>
<td></td>
<td>3 Units</td>
</tr>
</tbody>
</table>

Thesis Proposal:

DTI 7990 Thesis Proposal
Thesis:
THM 7999  Master’s Thesis \(^1\)
\(^1\) Students are responsible for ensuring they have met all of the thesis requirements (https://www.uottawa.ca/graduate-studies/students/theses/).

**Foundation Courses**

**Management Orientation**
- DTI 5124  Internet Technologies and Mobile Commerce 3 Units
- DTI 6130  Web Services 1.5 Units
- DTI 6170  Cyber Security Systems and Strategies 1.5 Units
- DTI 6220  Data Analytics and Business Intelligence 1.5 Units
- DTI 6260  Integrated Networks for the Enterprise 1.5 Units

**Technology Orientation**
- DTI 5175  Mobile Commerce Technologies 3 Units
- DTI 5380  Systems and Architectures for Electronic Commerce 3 Units
- DTI 5389  Electronic Commerce Technologies 3 Units

**Creative Arts and Humanities Orientation**
- ISI 6342  Web Architecture and Technologies 3 Units

**Advanced topics**

**Management Orientation**
- ADM 6276  Enterprise Resource Planning Systems Management 1.5 Units
- ADM 6277  E-Business Energy Management 1.5 Units
- ADM 6279  Socio-Technical Change 1.5 Units
- ADM 6286  International E-Business Strategies for DTI 1.5 Units
- ADM 6420  Digital Marketing 1.5 Units
- DTI 5124  Internet Technologies and Mobile Commerce 3 Units
- DTI 5125  Data Science Applications 3 Units
- DTI 5126  Fundamentals for Applied Data Science 3 Units
- DTI 5990  Directed Readings I 1.5 Units
- DTI 5991  Directed Readings II 1.5 Units
- DTI 6130  Web Services 1.5 Units
- DTI 6170  Cyber Security Systems and Strategies 1.5 Units
- DTI 6220  Data Analytics and Business Intelligence 1.5 Units
- GNG 5123  Enterprise Architecture 3 Units

**Technology Orientation**
- ADM 6287  Business Intelligence Technologies and Big Data Analytics for DTI 1.5 Units
- DTI 5125  Data Science Applications 3 Units
- DTI 5126  Fundamentals for Applied Data Science 3 Units
- DTI 5175  Mobile Commerce Technologies 3 Units
- DTI 5380  Systems and Architectures for Electronic Commerce 3 Units
- DTI 5389  Electronic Commerce Technologies 3 Units
- DTI 6230  Business Process Management and Performance Measurement 3 Units
- DTI 6402  Affective and Persuasive Computing 3 Units

**Creative Arts and Humanities Orientation**
- CMN 5110  Social History of Communication Technologies 3 Units
- CMN 5140  Communication, Globalization and Change 3 Units
- CMN 5190  Media, Identity and Diversity 3 Units
- DTI 6401  User Experience Principles and Practices 3 Units
- DTI 7103  Visual Literacy and User Experience Design Principles 3 Units
- ISI 6300  Special Topics in Information Studies 3 Units

**Optional Courses**

**Management Orientation**
- ADM 6260  Project Management I 1.5 Units
- ADM 6261  Project Management II 1.5 Units
- ADM 6276  Enterprise Resource Planning Systems Management 1.5 Units
- ADM 6277  E-Business Energy Management 1.5 Units
- ADM 6279  Socio-Technical Change 1.5 Units
- ADM 6286  International E-Business Strategies for DTI 1.5 Units
- ADM 6420  Digital Marketing 1.5 Units
- DTI 5124  Internet Technologies and Mobile Commerce 3 Units
- DTI 5125  Data Science Applications 3 Units
- DTI 5126  Fundamentals for Applied Data Science 3 Units
- DTI 5990  Directed Readings I 1.5 Units
- DTI 5991  Directed Readings II 1.5 Units
- DTI 6130  Web Services 1.5 Units
- DTI 6170  Cyber Security Systems and Strategies 1.5 Units
- DTI 6220  Data Analytics and Business Intelligence 1.5 Units
- GNG 5123  Enterprise Architecture 3 Units

**Technology Orientation**
- ADM 6287  Business Intelligence Technologies and Big Data Analytics for DTI 1.5 Units
- CSI 5105  Network Security and Cryptography 3 Units
- CSI 5111  Software Quality Engineering 3 Units
- CSI 5112  Software Engineering 3 Units
- CSI 5115  Database Analysis and Design 3 Units

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Fast-Track from Master’s to PhD

Students enrolled in the MSc program in Digital Transformation and Innovation at the University of Ottawa may be eligible to fast-track directly into the doctoral program without writing a master’s thesis. For additional information, please consult the ‘Admissions Requirements’ section of the PhD program.

Research

Research Fields & Facilities

Located in the heart of Canada’s capital, a few steps away from Parliament Hill, the University of Ottawa is among Canada’s top 10 research universities.

uOttawa focuses research strengths and efforts in four Strategic Areas of Development in Research (SADRs):

- Canada and the World
- Health
- e-Society
- Molecular and Environmental Sciences

With cutting-edge research, our graduate students, researchers and educators strongly influence national and international priorities.

Courses

**DTI 5100 Introductory Seminar (1.5 unit)**
Course Component: Seminar

**DTI 5124 Internet Technologies and Mobile Commerce (3 units)**
An examination of current Internet technologies, protocols and wireless infrastructures. Analysis of current Internet-based businesses and consumer applications and services. Discussion of mobile commerce business models and strategies and their relevant technologies. Hands-on experience with discussed technologies and applications. Students will complete a project demonstrating and analyzing how an Internet-based application or service could be applied in their field of graduate study.

Course Component: Lecture

The courses DTI 5124, GNG 5124 cannot be combined for units.

**DTI 5125 Data Science Applications (3 units)**
Analysis and design of various data cleaning, wrangling, blending, and visualization, statistical inference, classification, clustering, regression, and content analysis methods. Use of machine learning algorithms to extract meaningful information from data to make decisions. Formulating analytics problems for business and developing, evaluating, and maintaining machine learning models. Analyzing, generating, and communicating insights on the models. Hands-on experience with an integrated set of current data analytics, data mining, and machine learning tools.

Course Component: Lecture

The courses DTI 5125, CSI 5155, CSI 5387, GNG 5125 cannot be combined for units.

**DTI 5126 Fundamentals for Applied Data Science (3 units)**
Essential data science concepts relevant to practical applications are covered including: problem formulation; data acquisition; data pre-processing, modeling and statistical analysis. Hands on experience with data science tools and techniques including: supervised and unsupervised machine learning; presentation of results; applications in areas such as accounting, finance, marketing and supply chain management.

Course Component: Lecture
DTI 5175 Mobile Commerce Technologies (3 units)
Course Component: Lecture

DTI 5310 Ethics for Design, AI, and Robotics (3 units)
Artificial Intelligence technologies are becoming ever more present in applications like: automated vehicles and mobility-as-a-service (e.g. driving and system-level control algorithms); business intelligence (e.g. predictive resource allocation); consumer electronics (e.g. social robots and smart speakers); healthcare (e.g. image classification in medical imaging); the justice system (e.g. recidivism prediction and sentencing); and weapons systems (e.g. targeting and kill decision-making). Many of these applications are raising significant ethical concerns. A range of topics in applied technology ethics are examined through the lens of contemporary philosophy and applied ethics texts and popular media articles. Practical frameworks, methodologies and tools for anticipating, and addressing, ethical issues are introduced through hands-on, group-based design thinking workshops and projects.
Course Component: Lecture
The courses DTI 5310, CSI 5195 cannot be combined for units.

DTI 5380 Systems and Architectures for Electronic Commerce (3 units)
Course Component: Lecture

DTI 5389 Electronic Commerce Technologies (3 units)
Course Component: Lecture

DTI 5501 Fondements de gestion pour les affaires electroniques (3 crédits)
Volet : Cours magistral

DTI 5502 Fondements des technologies de l'information pour les affaires electroniques (3 crédits)
Volet : Cours magistral

DTI 5503 Fondements des statistiques pour les affaires electroniques (3 crédits)
Volet : Cours magistral

DTI 5990 Études dirigées / Directed Readings I (1.5 crédits / 1.5 unit)
Volet / Course Component: Recherche / Research

DTI 5991 Études dirigées / Directed Readings II (1.5 crédit / 1.5 unit)
Volet / Course Component: Recherche / Research

DTI 6130 Web Services (1.5 unit)
Web services business models and strategies. Enterprise Application Integration and Service Oriented Architectures. Web services technology standards. Consumer and enterprise adoption of web service technologies and platforms such as Mashups and Cloud Computing.
Course Component: Lecture

DTI 6170 Cyber Security Systems and Strategies (1.5 unit)
Course Component: Lecture

DTI 6180 Strategic Knowledge Management (1.5 unit)
Leveraging a firm's intellectual capital to enhance organizational performance. Business analysis frameworks, strategy roadmaps and enterprise architectures relevant to the planning and execution of knowledge management initiatives in organizations. Using the web to maximize knowledge acquisition and sharing among employees.
Course Component: Lecture

DTI 6210 Electronic Commerce Architecture (1.5 unit)
Course Component: Lecture

DTI 6220 Data Analytics and Business Intelligence (1.5 unit)
Introduction to business data collection, data pre-processing, data warehouses, data marts, and online analytical processing. Data mining tasks including classification, clustering and association rules. Data mining model building, tools and techniques including decision trees, neural networks, and regression analysis. Application of these techniques in business including CRM, target marketing, credit scoring, churn, survival analysis, and fraud detection.
Course Component: Lecture

DTI 6230 Business Process Management and Performance Measurement (3 units)
Hands on introduction to Business Process Management Technologies. Review of the latest concepts for using technology to improve performance of business processes. Analysis of advances in Internet-enabled B2B and enterprise business models with emphasis on service-oriented and event-driven architecture. Introduction to current performance measurement tools and the role of data science in business process management. Example applications such as supply chain management, order processing, and health care process management will be studied.
Course Component: Laboratory, Lecture

DTI 6240 Mobile Commerce (1.5 unit)
Course Component: Lecture

DTI 6250 Document Engineering for Digital Transf. and Innovation (1.5 unit)
Course Component: Lecture

DTI 6260 Integrated Networks for the Enterprise (1.5 unit)
Course Component: Lecture

DTI 6300 Topics in Digital Transformation and Innovation (3 units)
Recent and advanced topics in the field of Digital Transformation and Innovation and its related areas. Topics vary from year to year.
Course Component: Lecture

DTI 6301 Topics in Digital Transformation and Innovation (3 units)
Recent and advanced topics in the field of Digital Transformation and Innovation and its related areas. Topics vary from year to year.
Course Component: Lecture

DTI 6302 Topics in Applied Data Science (3 units)
Recent and advanced topics in the field of Applied Data Science and its related areas. Topics vary from year to year.
Course Component: Lecture

DTI 6303 Topics in Applied Data Science (1.5 unit)
Recent and advanced topics in the field of Applied Data Science and its related areas. Topics vary from year to year.
Course Component: Lecture

DTI 6304 Topics in User Experience Design (3 units)
Recent and advanced topics in the field of User Experience Design and its related areas. Topics vary from year to year.
Course Component: Lecture

DTI 6305 Topics in User Experience Design (1.5 unit)
Recent and advanced topics in the field of User Experience Design and its related areas. Topics vary from year to year.
Course Component: Lecture

DTI 6401 User Experience Principles and Practices (3 units)
User experience (UX) facets including functionality, usability and desirability as key success factors for technology adoption and acceptance; Human-computer interaction (HCI) theories; UX frameworks and patterns for interaction design, information design, and visual design; UX management best practices; UX design methods and tools; UX evaluation and usability engineering.
Course Component: Lecture

The courses DTI 6104, CSI 5122 cannot be combined for units.

DTI 6402 Affective and Persuasive Computing (3 units)
Course Component: Lecture
Prerequisite: CSI 5122 or DTI 6401.

DTI 6700 Thèmes choisis en affaires électroniques (3 crédits)
Sujets actuels et avancés en affaires électroniques et disciplines connexes. Les sujets varient d'une année à l'autre.
Volet : Cours magistral

DTI 6701 Thèmes choisis en affaires électroniques (3 crédits)
Sujets actuels et avancés en affaires électroniques et disciplines connexes. Les sujets varient d'une année à l'autre.
Volet : Cours magistral

DTI 6900 Stage international / International Work Term (3 crédits / 3 units)
Expérience pratique dans un milieu de travail international. Noté S (satisfaisant) / NS (non satisfaisant) selon les résultats de rapport écrit et l'évaluation de l'employeur. / Practical international experience.
Volet / Course Component: Cours magistral / Lecture

DTI 6950 Lectures dirigées / Directed Readings (1.5 crédit / 1.5 unit)
Volet / Course Component: Cours magistral / Lecture

DTI 6997 Projet de recherche / Research project (6 crédits / 6 units)
Le sujet de recherche, ainsi que le professeur qui va le diriger, doivent être approuvés par la direction du programme avant l'inscription à la troisième session. Le sujet peut être de nature théorique (par exemple, une évaluation de la documentation ou une étude de la littérature scientifique) ou appliquée (par exemple, des études de cas). Un mémoire, d'une cinquantaine de pages, doit être rédigé et approuvé par le professeur qui le dirige ainsi qu'un autre professeur. / The research topic and the professor who will direct it must be approved by the program director prior to registration in the third session. The topic can be theoretical (for instance, based on a documentation assessment or a review of the scientific literature) or applied (based on case studies). A research paper, about 50 pages long, must be written and approved by the project director and another professor.
Volet / Course Component: Recherche / Research

DTI 7100 Research Methods in Digital Transf. and Innovation (3 units)
Course Component: Lecture

DTI 7101 Research Workshop in Digital Transf. and Innovation (1.5 unit)
Writing a Research Project proposal including problem formulation and work plan. Essentials of graduate report writing, information management, literature search techniques and reference management. Research ethics including academic integrity and avoiding academic fraud.
Course Component: Lecture
DTI 7102 Interdisciplinary Research Methods in Digital Transf. and Innovation (1.5 unit)
Writing a Thesis Proposal. Research design. Introduction to positivist and interpretive approaches, behavioral and design science research, qualitative and quantitative research methods, and sampling strategies and techniques.
**Course Component:** Lecture

DTI 7103 Visual Literacy and User Experience Design Principles (3 units)
Invited workshops, presentations and events involving researchers from business, engineering, and arts and experts from industry. In addition to in-class quizzes and assignment, student write a literature survey paper and submit a research or project proposal to address a topic in User Experience Design (UXD).
**Course Component:** Lecture
**Prerequisite:** CSI 5122 or DTI 6401.

DTI 7990 Proposition de thèse / Thesis Proposal
**Volet / Course Component:** Recherche / Research

DTI 8101 Interdisciplinary Doctoral Seminar in Digital Transformation and Innovation I (3 units)
Recent developments in Digital Transformation and Innovation research. Critical analysis of theories, models, and methods. Critical synthesis of the field literature from different perspectives. Students will write a systematic survey paper of the literature relevant to their research in one of the three fields of the program. The paper must be in a different field from that selected for the paper in DTI 8102. Course reserved for students in the Digital Transformation and Innovation PhD program.
**Course Component:** Seminar

DTI 8102 Interdisciplinary Doctoral Seminar in Digital Transformation and Innovation II (3 units)
Recent developments in Digital Transformation and Innovation research. Critical analysis of theories, models, and methods. Critical synthesis of the field literature from different perspectives. Students will write a systematic survey paper of the literature relevant to their research in one of the three fields of the program. The paper must be in a different field from that selected for the paper in DTI 8101. Course reserved for students in the Digital Transformation and Innovation PhD program.
**Course Component:** Seminar

DTI 9997 Projet de thèse doctoral / Doctorate Thesis Proposal
**Volet / Course Component:** Recherche / Research

DTI 9998 Examen général de doctorat / Comprehensive Exam
**Volet / Course Component:** Recherche / Research