



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

INNOVATION AND ENTREPRENEURSHIP

COMPETITIVE DISRUPTION AND INNOVATION. TEACHING GUIDE

[2022-23]

GENERAL DETAILS

Name of the module:	Competitive Disruption and Innovation
Academic Year:	2022-2023 First quarter
Degree:	MASTER'S PROGRAM IN MANAGEMENT AND LEADERSHIP
Number of credits (ECTS):	
Date of latest revision:	October 2022
Lecturers:	Mr Jordi García Mr Raul Sanchez Mr Jordi Arrufí

1. GENERAL DESCRIPTION

The course has a dual strategic-technological focus, based on which, we will approach the key concepts for modelling innovation in today's competitive environment, as well as the idea of disruption. Therefore, the central concept of the course lies in the analysis of the profound effect that technology has on the development of new business models, disruptive innovation and the consolidation of new actors into the market. The four specific objectives are the following:

1. To understand the concept of disruptive innovation and the effect it has on changes in the competitive model.
2. To put into context the significance of technology in the competitive development and growth of an organisation, understanding it from a strategic and universal perspective.
3. To understand the different stages of technological development, and how they are interconnected with the consecutive phases of development in the lifecycle of a company, adapting the strategy and workings of the competitive model of a company to the requirements of each phase.
4. To analyse today's technological roadmap, with an emphasis on the key technologies for different timescales and on identifying criteria for selecting and investing in core technology for each company.

2. OBJECTIVES

- To improve skills for the statistical analysis of competitive environments, outlining their key components from the consumer's point of view and the factors that make them competitive.

- To identify the weaknesses of a company's business model when it is confronted with processes of change.
- To learn how to reformulate the overarching business strategy of a company from the perspective of adapting to change.
- To understand the internal cogs of an organisation, in order to shape innovation as an organisational response to processes of change.
- To recognise the impact of technology in the different business areas of a company.

3. CONTENTS

UNIT 1. Change in competitive environments

UNIT 2. Strategic innovation process: from the perspective of the company

UNIT 3. Strategic innovation process: from the perspective of the market

UNIT 4. Digital model: impact on traditional markets

UNIT 1. Change in competitive environments

Learning outcome

The student will learn the basic concepts of disruption and the role that technology plays as part of it, and also understand the development process of a disruptive technology.

Contents

1. Development patterns for adopting new technological models.
2. The Hype Cycle, which shows the maturity of technologies.
3. Competitive characterisation of dynamic models associated with changes in technology.
4. Analysis of the weaknesses of the corporate model: the associated costs of change.

UNIT 2. Strategic innovation process: from the perspective of the company

Learning outcome

The student will be able to recognise the key frameworks for the strategic analysis of technologies and the affected sectors.

Contents

1. Analysis of the most significantly affected key technology and business verticals. Continued analysis, focused on different timescales.
2. Applied analysis, focused on specific business cases of competitive variables, and creating business models. The relationship between the technology and the development of the business through its different phases.

UNIT 3. Strategic innovation process: from the perspective of the market

Learning outcome

The student will be able to recognise the key frameworks for the strategic analysis in competitive environments.

Contents

1. Innovation and strategy: competitive variables.
2. Businesses of exploitation. Businesses of exploration.
3. Ambidextrous organisation.
4. Strategy that is adapted to the lifecycle of the product

UNIT 4. Digital model: impact on traditional markets

Learning outcome

The student will understand the concept of competitive disruption.

Contents

1. Innovation in digital business models.
2. Redefining the industries affected by digital disruption.

4. TEACHING AND LEARNING METHODOLOGY

Euncet Business School's experiential learning process brings together a combination of methodologies which, in a practical and innovative way, allow students to acquire skills specific to the professional exit profile that is expected for an executive programme.

INTERACTIVE CLASSES

The teaching sessions will take place on the basis of continuous interaction between the students and the professors, who will teach with the objective of comparing the relevant concepts through the means of analysis and open debate, with the help of real-world case studies and simulations focused on decision-making.

CASE STUDIES

Solving hypothetical business issues to experiment with using a practical application of the theoretical content of the different subjects.

LEARNING BY PROJECTS

Working in groups to develop and present tasks and projects, by responding to different situations or challenges.

5. ASSESSMENT

The Master's in Management and Leadership is based on a skills evaluation model. The student's progress is assessed on the basis of their accomplishment of various objectives set out throughout the study program, by means of reflection and analysis of case studies and a test.

The final qualification for the module will be calculated using the arithmetic mean of the marks received in the two proposed assessed activities.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

- Sansó, Marc. *The value trail: how to effectively understand, monitor and deploy successful business models*. Ashgate-Gower. 2015. ISBN 9781472452566.
- Fenn, Jackie; Raskino, Mark. *Mastering the hype cycle: how to choose the right innovation at the right time*. Boston: Harvard Business Review Press, 2008. ISBN 9781422121108.

- Christensen, Clayton M. *The innovator's dilemma: when new technologies cause great firms to fail*. Perseus Distribution Services, 2013. ISBN 9781422196021.
- Perez C. (2016). *Capitalism, Technology and a Green Global Golden Age: The Role of History in Helping to Shape the Future*. In Mazzucato and Jacobs eds. *Rethinking Capitalism* London: Wiley Blackwell Ch. 11 pp. 191-217.
- Isenberg, D. (2011). *The entrepreneurship ecosystem strategy as a new paradigm for economic policy: Principles for cultivating entrepreneurship*. Presentation at the Institute of International and European Affairs, 1(781), 1-13.

6.2. FURTHER READING

- Parker, Geoffrey. *Platform revolution: how networked markets are transforming the economy and how to make them work for you*. New York: W. W. Norton & Company, 2016. ISBN 9780393249132.
- McGrath, Rita Gunther. *Seeing around corners: how to spot inflection points in business before they happen*. Boston: Houghton Mifflin Harcourt, 2019. ISBN 9780358237075.
- Bhimani, Alnoor. *Financial management for technology start-ups: a handbook for growth*. Kogan Page, 2017. ISBN 9780749481346.
- Majerus, Norbert. *Lean-Driven Innovation*. Routledge, 2015. ISBN 9781482259681.
- Mazzucato, M. (2018). *Mission-oriented innovation policies: challenges and opportunities*. *Industrial and Corporate Change*, 27(5), 803-815.
- Cohen, Ronald. (2018). *On Impact. A guide to the Impact Revolution*. Park communications, London, UK.
- Isenberg, Daniel. (2016). *Applying the Ecosystem Metaphor to Entrepreneurship: Uses and Abuses*. *The Antitrust Bulletin*.
- Edquist, Charles. (2014). *Striving Towards a Holistic Innovation Policy in European Countries - But Linearity Still Prevails!*. *STI Policy Review*.