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UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

INNOVATION AND ENTREPRENEURSHIP

INTRAPRENEURSHIP AND DESIGN THINKING. TEACHING GUIDE

[2022-23]

GENERALES DETAILS

Name of the module:	Intrapreneurship and Design Thinking
Academic Year:	2021-22 First quarter
Degree:	MASTER'S PROGRAM IN MANAGEMENT AND LEADERSHIP
Number of credits (ECTS):	
Date of latest revision:	October 2022
Lecturers:	Ms Mar Alarcon Ms Anna Ripoll

1. GENERAL DESCRIPTION

This subject's aim is to provide a general overview of intrapreneurship in the broadest sense. To achieve this, the course covers the conceptualisation and development of strategic activities that are linked to innovation within an organisation, with three focal points:

1. Generating new products and services to complement current ones.
2. Adopting new innovation-focused methodologies and mindsets.
3. Creating new methods of connecting with start-ups or innovation agents, be them accelerators, incubators, etc.

Additionally, the subject will provide a theoretical/practical overview of the Design Thinking, Sprint and Lean Start-up innovation methodologies. This will involve:

4. Focusing on curiosity, empathy, creativity and validated learning.
5. Offering and utilising clear and simple tools that could prove to be useful in the students' day-to-day lives.
6. Presenting and analysing successful case studies which will help students to understand the methodologies and how they are implemented.

2. OBJECTIVES

1. To understand and analyse the *why* behind the importance of innovation within an organisation and in the context of current accelerated change.

2. To dig deeper into the development of intrapreneurship programmes.
3. To understand the most common methods for collaboration between established companies and start-ups.
4. To understand the collaborative and creative methodologies related to innovation, such as Design Thinking.

3. CONTENTS

UNIT 1. Innovation methodologies: Design Thinking

UNIT 2. Intrapreneurship

UNIT 3. Analysing disruptive innovation

UNIT 1. Innovation methodologies: Design Thinking

Learning outcome

We will study in detail innovation methodologies that are based on creativity and validated learning. To achieve this, we will delve into methodology, tools and dynamics, as well as good practices for implementing them.

Contents

1. Innovation methodologies in detail.
2. Imagination and creativity.
3. Rapid prototyping.
4. Good practices for implementing the above.
5. Case studies analysis.

UNIT 2. Intrapreneurship

Learning outcome

We will delve into the conceptualisation, design and development of intrapreneurship programmes based on broadening the products and services in a business portfolio, and on cultural change in an organisation.

Contents

As part of this objective, we will work with real-world examples from corporations such as Enel and Chiesi, covering the following:

1. The drive for innovation from within.
2. Intrapreneurship programmes in detail.
3. Profile of an intrapreneur.
4. Case studies.

UNIT 3. Analysing disruptive innovation

Learning outcome

We will focus on the exponential growth of digital technologies and how they are transforming value chains in different sectors. Additionally, we will analyse the difficulties that established companies face in being able to innovate, and we will specifically focus on the most common methods for collaboration between corporations and start-ups.

Contents

1. What is a start-up and what are their different phases of growth?
2. Methods for collaboration between organisations and start-ups.

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 program.

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 by experimenting 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 and 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 mathematically using the marks received in the two proposed assessed activities.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

- Liedtka, J. 2018 'Why design Thinking works'. Harvard Business Review.
<https://hbr.org/2018/09/why-design-thinking-works>
- Bry, N. 2018 'What is a Google Design Sprint?'. Disruptor League.
<https://innovationexcellence.com/blog/2018/03/26/what-is-a-google-design-sprint/>
- Blank, S. 2013 'Why lean start-up changes everything'. Harvard Business Review.
<https://hbr.org/2013/05/why-the-lean-start-up-changes-everything>
- Christensen, C. 2015 'What is disruptive innovation'. Harvard Business Review
<https://hbr.org/2015/12/what-is-disruptive-innovation>
- Johnson. M. 2018 'How to Seize the White Space for Transformative Growth'. Insight
<https://www.innosight.com/insight/the-idea-in-5-reinvent-your-business-model/>

6.2. FURTHER READING

- Good Strategy/Bad Strategy: The Difference and Why It Matters. Book by Richard P. Rumelt

- Camels, Tigers & Unicorns: Rethinking Science & Technology-enabled Innovation. Book by Shailendra Vyakarnam and Uday Phadke
- Exponential Organizations: Why New Organizations are Ten Times Better, Faster, and Cheaper Than Yours (and what to Do about It). Book by Michael S. Malone, Salim Ismail, and Yuri van Geest
- No Ordinary Disruption: The Four Global Forces Breaking All the Trends. Book by James Manyika, Jonathan Woetzel, and Richard Dobbs
- The innovator's dilemma. Book by Clayton Christensen
- The Lean Startup. Book by Eric Ries
- Non-Bullshit Innovation: Radical Ideas from the World's Smartest Minds. Book by David Rowan
- Designing for Growth: A Design Thinking Tool Kit for Managers. Book by Jeanne Liedtka and Tim Ogilvie
- Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Book by Alexander Osterwalder and Yves Pigneur
- The Tipping Point: How Little Things Can Make a Big Difference. Book by Malcolm Gladwell
- David and Goliath. Book by Malcolm Gladwell
- The Leader's Guide. Book by Eric Ries