Module Syllabus

UG2F8 Strategic Management of Enterprise and Digital Innovation (On-Campus)

Term:	Fall
Number of ECTS:	13 credits

GBSB GLOBAL
BUSINESS SCHOOL

1. Module Description

The focus of this unit is on strategic and innovation management in a modern digital and/or technology-based company. The unit includes lectures and case studies on real digital and technology enterprises, affecting trends, business ecosystems and markets, new product and process development, and human resource development, and examines successful strategies, business models, frameworks, and risks for managing digital innovation. Upon completion of the unit, students will be able to propose and execute strategies for sustaining a competitive advantage, growth, and innovation within innovation-oriented and digital and tech organizations.

NOTE: The content of this module is regulated by the Malta Further and Higher Education Authority (MFHEA).

2. Module Learning Outcomes

Competencies – At the end of the module/unit the learner will have acquired the responsibility and autonomy to:

a) C.1. Manage strategic and innovation projects independently within digital and tech organizations that require problem-solving techniques where there are many factors related to unpredictable digital technology arena.
b) C.2. Show creativity in managing strategic innovation projects within digital and tech organizations, including business model innovation, and creating and selling differentiated digital innovative products/services.
c) C.3. Develop the necessary learning skills to undertake further studies of strategic management and digital innovation and technologies with a degree of autonomy.
d) C.4. Develop team performance in projects associated with strategic and innovation processes.

Skills – At the end of the module/unit the learner will have acquired the following skills:

a) S.1. Demonstrate operational capacity and management skills within innovation-based and strategy-oriented work contexts.
b) S.2. Demonstrate transfer of theoretical and practical knowledge of strategic management in proposing and executing strategies for sustaining a competitive advantage, growth, and innovation within innovation-oriented and digital and tech organizations.
c) S.3. Develop creative solutions to abstract problems from the field of strategic and innovation management.
d) S.4. Formulate theoretical responses to concrete challenges faced by innovation-oriented and digital and tech organizations in a globalized world.

Judgement Skills and Critical Abilities – At the end of the module/unit the learner will have acquired the following judgement skills and critical abilities:

a) JS.1. Evaluate various issues relating to innovative performance in large organizations and entrepreneurial firms.
b) JS.2. Make professional judgments on the role of innovation-oriented and digital/tech enterprises and their societal responsibility from a global perspective.
c) JS.3. Evaluate various components of a global innovation arena and its influence on business practices and strategies of innovation-oriented and digital and tech enterprises.
d) JS.4. Critically evaluate a set of strategies available to innovation-oriented and digital and tech enterprises for managing innovation and growth.

3. Module Topics and Content

Week	Topics and Content	Class Activities	Assessment

Week 1	Class 1: -Course introduction -Digital technology definition -Innovation definition -The role of strategy in digital technology	-10-minute group work where students split into pairs where each pair will define the following terms: 1) Innovation 2) Creativity 3) Invention -The answers will be used in a class discussion to examine the difference between terms.	*Formative Assessment 1 Literature Review – 20%:* In groups of 3-4, you are to choose 1 digital/ tech organization. Write 700 words on the following: -What is the strategy of the organization? -Identify 1 digital innovation and determine the type and source of innovation. -Examine the global and social responsibility impact of chosen innovation. -The use of citations and referencing in this task is extremely important. Make sure to use APA referencing Style. -To be uploaded individually on the VLE in PDF.
	Class 2: -Defining strategic entrepreneurship -What makes an entrepreneur? -Creating value through strategic entrepreneurship	15-minute group work where students divide into groups of 2 and discuss: -What makes a successful entrepreneur? -How does a person become an entrepreneur? -What are the key skillsets to become an entrepreneur? -This is followed by a 5-minute class discussion about the answers provided.	
	Class 3: -Sources of Innovation -Types of Innovation	-30-minute research project where students will divide into groups of 2 and research 3 forms of digital innovation and provide 50 words on each type of innovation.	

		-This will be collected, and feedback will be given on them.	
	Class 4: -Creating new products and services -Lean startup -Product development	-10-minute group work where students divide into groups of 2 to discuss how they would go about coming up with a product/service. -This is followed by a 5-minute class discussion on the answers provided.	
Week 2	*Class 5:* -Assessing External Environment -PESTEL Analysis -Industry Analysis	-15-minute individual work to identify an opportunity or a threat for online clothing ecommerce market. -This is then followed by a 5-minute class discussion about the student answers.	*Formative Assessment 2 Group Report Deliverable 1 - 15%:* You are to keep the same organization and group as in week 1 and write 700 words to: -Assess the external environment including analysis of demand and competitive analysis. -Review the core resources and capabilities of the organization.
	Class 6: -Competitive Rivalry Analysis -Competitor Analysis -Competitor Response	-30-minute research project where each student will research how a digital/tech organization can differentiate from competition. -The lecturer will give feedback on writing and referencing.	

	Class 7:	-15-minute individual work group where each student looks at Revolut digital bank and writes a list of between 5 to 10 resources and capabilities of that organization. -This is then followed by a 5-minute class discussion about the student answers.	-Use 1 Model to evaluate the competitive advantage/strategic relevance of the organization. -To be uploaded individually on the VLE in PDF.
	-Determining core resources and capabilities -Understanding impact on strategic advantage		
	Class 8: -Determining competitive advantage -VRIO model -Resource-based view -Blue Ocean Strategy	-30-minute individual practical session on working on assessing the competitive advantage of Apple using one model in the class notes. -Review the material about Apple provided in the Case Examples of the PowerPoint and answer the following question by writing 150 words on: 1) What allows Apple Inc. to have a competitive advantage? The lecturer will give feedback on writing and referencing.	
Week 3	Class 9: -Reinventing business -Digital leadership -Stages of digital leadership	10-minute Direct Questions: 1) What is disruption? 2) What is digital transformation?	Formative Assessment 3 Group Report Deliverable 2 - 15%: You are to keep the same organization and group as in Week 1 and write 600 words to:

		3) Why is it important to aim for digital leadership?	1) Use the value chain to find out potential innovation.
	Class 10: Defining business models -Types of business models -Differentiating business models	-20-minute individual work where each student will download the Business Model Canvas and then fill it in by evaluating the Amazon Cloud Service that Amazon provides. (Material provided in the Case Example of the slides). After the exercise, a 5-minute class discussion will be done so that the lecturer can provide feedback on the use of the model.	2) Use Business Model Canvas to describe the opportunity. 3) Justify the value of the opportunity by linking it to competitive advantage in previous week. To be uploaded individually on the VLE in PDF.
	Class 11: -Defining R&D -How R&D works -Open Innovation	10-minute Direct Questions: 1) What is research and development? 2) Why do digital/tech companies engage in R&D? 3) What are the advantages of open innovation?	
	Class 12: -Choosing innovation projects -Quantitative and qualitative methods for choice	-20-minute individual practical work where each student shall look at Lego Star Wars games series material available in the Case Example in the slides and use the Value Chain Model to:	

		1) What value does the video game series give to the customer? 2) How does the video game support the overall strategy of the company? Followed by class discussion.	
Week 4	*Class 13:* -Innovation-based strategy -Developing innovation strategy -Implications for management	-10-minute group work where students divide into groups of 2. -One group will focus on the advantages and disadvantages of incremental innovation strategy and the other focus on the advantages and disadvantages of Radical Innovation Strategy. -10-minute class discussion on what the students discuss and to determine when it is best to use incremental vs. radical strategies.	*Formative Assessment 4 Group Report Deliverable 3 – 10%:* You are to keep the same organization and group as in week 1 and write 600 words to: 1) Assess Capacity of Organization for Innovation. 2) Propose a Competitive Innovation based Strategy. To be uploaded individually on the VLE in PDF.
	Class 14: -The Innovative organization -Innovation -Assessing capacity for innovation	20-minute practical exercise where students will divide into groups of 2 where each group will discuss what makes a digital/tech company ready for digital innovation.	
	Class 15:	15-minute group work where students will divide into groups of	

	-Promoting new ventures -Funding of new ventures	2 and explain the implications on a digital/tech company's strategy when using the following options: 1. Internal Development 2. Company Venturing 3. Acquisition	
	Class 16: -Defining implementation -Implementing innovation strategy -Issues with implementation	-20-minute practical session on working on innovation strategy. Each group (of 2) shall discuss how a museum would implement Augmented Reality in their organization. -The lecturer will provide feedback on what is done.	
Week 5	*Class 17:* -Define governance -Ownership and managerial control -Governance mechanisms	*15-minute Direct Questions:* 1) What is governance? 2) What is meant that ownership is separated from managerial control? 3)What are the internal governance mechanisms of an organization? 3) How can governance foster ethical decisions?	

	Class 18: -Performance management -Innovation performance	-20-minute individual work to examine Next Online Retail and evaluate their innovation performance over the last 10 years based on the Case Example provided in the slides. -5-minute class discussion to go over the results provided in the case study above.	
	Class 19: -Strategic alliance -Mergers -Acquisitions -Competition response strategy	-15-minute individual exercise to evaluate why GoPro and Red Bull alliance has worked so well. Material is provided in the Case Example in the slides -5-minute class discussion on the answers provided and in relation to the usefulness of strategic alliances.	
	Class 20: -Organizational structures -Managing innovation across borders	***30 Minute Group Research Project:*** -Students divide into groups of 2 and present 2–3 slides to evaluate how TikTok is successfully managing to grow across boundaries despite claims and attacks that it may be misusing personal data. -Material is provided in the Case Example in the slides.	

Week 6			
Week 7	***Class 21:*** -Managing new development process -Sequential vs. parallel -Involving stakeholders	-15-minute group discussion where students divide into groups of 2 and discuss how entrepreneurs/project managers deal with the complexity of large projects.	***Formative Assessment 5 Case Study/Set Exercises Deliverable 1 – 10%:*** You are to be in a group of 3 or 4 and choose a dynamic digital/tech industry where innovation is taking place and write 600 words on the impact of the following on innovation: 1) Globalization 2) First Mover Advantage in a chosen market 3) Social Responsibility 4) Ethics To be uploaded individually on the VLE in PDF.
	Class 22: -Timing of entry -First mover advantage -Strategy for timing options	-20-minute group exercise where students divide into groups of 2 and examine the timing of Airbnb entry into the market. Material is provided in the Case Example in the slides -5-minute class discussion on the answers provided and in relation to the usefulness of strategic alliances.	
	Class 23: -Globalization definitions -Stakeholder definitions -International strategy	***10-minute Direct Questions:*** 1) What is globalization? 2) How does globalization impact innovation? 3)What are stakeholders? 4) What stakeholders are present in an innovation? 5) Why is stakeholder management important in managing innovation?	

	Class 24: -Social responsibility definition -Ethics and environmental issues -Triple bottom line	-20-minute group case study where groups of 2 assess the VW Emissions Scandal Case Example (provided in the slides) that happened in 2018 by answering the below questions: 1. What were the social responsibility issues faced by VW? 2. How did VW break these responsibilities? 3. What was the impact of breaking these responsibilities? 10 Minute class discussion to discuss what the groups found.	
Week 8	*Class 25:* -Process of innovation -Defining terms: automation, TQM, BPR, benchmarking, networking, knowledge management	*15-minute Direct Questions:* 1) How does Automation improve competitiveness? 2) How does TQM improve competitiveness? 3) How does BPR improve competitiveness? 4) How does Benchmarking improve competitiveness?	*Formative Assessment 6 Case Study/Set Exercise Deliverable 2 – 10%:* You are to keep the same group and industry chosen in Week 7 and write 700 words on the impact of the following on innovation: 1) Internal Innovation Process 2) Leadership

	Class 26: -Innovation as a core process -Service innovation -Service-oriented innovation	-10-minute group debate on how organizational culture impacts innovation where students divide into pairs and discuss: 1) What is an innovation organization? 2) What is an innovation journey? 3) What is the difference between service and product innovation?	3) Innovation Culture 4) Team Performance To be uploaded individually on the VLE in PDF.
	Class 27: -Defining strategic leadership -Leadership's role in innovation -Leadership member exchange	-15-minute individual work where students divide into groups of 2 and discuss the following: 1) What is the role of a leader? 2) Are leaders born or made? 3) What can be the impact on innovation when there is a good/great leader? 4) What can an organization do to foster leadership? -10-minute class discussion to go over answers.	
	Class 28: -Teams in innovation -Managing teams	-15-minute group work where students divide into groups of 2 and evaluate how Microsoft used Teams to develop the XBOX	

	-Team performance	game console Material is provided in the Case Example in the slides. -5-minute class discussion on the answers provided.	
Week 9	*Class 29:* -Defining uncertainty -Innovation and complexity -Strategies for dealing with complexity	*15-minute Direct Questions:* 1) How does uncertainty impact innovation? 2) How can uncertainty be managed? 3) What strategies can be used to deal with uncertainty during the innovation process?	*Formative Assessment 7 Case Study/Set Exercise Deliverable 3 – 10%:* You are to keep the same group and industry chosen in Week 7 and write 600 words on: 1) List the uncertainty faced by the industry. 2) Use the VUCA Model to show the types of strategies used to deal with uncertainty. 3) Discuss how the industry manages uncertainty through risk management strategies and design thinking strategies.
	Class 30: -Exploring how to transform problems into opportunities using VUCA Model	-15-minute individual work to use the VUCA model to provide 2 or more strategies of how the FinTech industry can deal with uncertainty. Material is provided in the Case Example in the slides. -5-minute class discussion on the answers, where lecturer will provide feedback.	
	Class 31: -Defining risk -Risk assessment -Risk management	*15-minute Individual Direct Questions and Response:* Write 50 words for the below	

	-Portfolio management and risk	1) What is risk? 2) How can organizations measure risk for innovation? 3) What can companies do to minimize risk for innovations? -All answers must be in students' own words and correctly cited/referenced using APA. -To be uploaded individually on the VLE in PDF.	
	Class 32: -Design thinking as strategy for dealing with uncertainty -Dimensions of value -Design dominance	-20-minute individual work on how design thinking helped Ryanair become a leader in their industry. Material is provided in the Case Example in the slides. -This is then followed by a 10-minute class discussion about the student answers.	
Week 10	*Class 33 (1 HOUR)* *Revision session*		
Week 11			

4. Module Assessment

The assessment of this module consists of Formative and Summative assessment activities listed in table 1 and described in table 2 below:

Table 1:

Face-to-Face 100%	
Formative	*Summative*
45.5 hours	19.5 hours
Annotated Bibliography/ Literature Review (group) -20%	Report (2800 words) – 60%
Group Report Formative Submission – 40%	
Set Exercise/Case Study 30%	Essay (2000 words) – 40%

Prefinal grade is based on the Formative Assessment activities, and it is not a part of a module final grade. **_Students should have over 50 points of the prefinal grade to submit Summative Assessment activities representing module final grade._**

Table 2:

Formative	Summative
Annotated Bibliography/ Literature Review (group): Work towards group report.	**Report:** Assesses the ability to identify key strategic issues facing a digital/tech organization and use that information to build a competitive and innovation-based strategy for the organization.
Report Formative Submission: Students work on the report over a period and have a chance to receive timely feedback on partial submission.	

Set Exercise/Case Study: Case studies designed to assess the application of knowledge, analytical, problem-solving, or evaluative skills and receive timely feedback.	Essay: A student should select an industry where dynamic innovation is taking place and by using appropriate, research and international examples should explain how the internal and external environment has influenced innovation (positively or negatively) in this industry.

The passing grade for the module is 60%.

4.1. Summative Assessment 1 – Individual Report – 60%

Activity Description:

1. This is an individual Summative Assessment.
2. Follow the guidelines and criteria of the assignment, make sure your writing is precise and to the point, and that all sources are adequately referenced.
3. This assessment is a compilation of all the homework that you have from session 1 to 20.
4. You will be asked to compile and submit this assessment at the end of the sixth week, but you must do assignments every week and compile them as you go.
5. After you submit every homework, the lecturer will provide you with his/her input on your work.

Objective:

6. The main objective of this exercise is to assess your knowledge and skills in assessing a digital/tech organization's strategy.

7. From this you will be assessed on your ability to develop a competitive and innovative strategy for that organization.

Guidelines:

You are to identify a digital/tech organization and write a 2800-word competitive and innovative strategy document that includes:

8. Review strategy and innovations.
9. Assess competitive advantage/strategic relevance.
10. Propose a competitive and innovation-based strategy.

Structure:

Cover page*: including the name of the company, your name, class code and date.*
Introduction*: This introduces the reader to the company that you will be discussing.*
Findings and analysis*: This includes all the tasks that will be presented below.*
Brief conclusion*: This recaps the main characteristics of the company and suggests its stance in the market.*

11. The report should display a coherent structure.
12. The report should be prepared as a neatly typed Word document (Times New Roman 12 points), with 1.5 spacing and page numbering.
13. All sources must be referenced (using APA) in the text and a full bibliography must be provided (including visited websites). Paraphrasing or direct quotes taken from other sources must be clearly indicated with citations. No footnotes!
14. Students are reminded that depth, relevance, and variety are the crucial elements of quality research.
15. Submission should be by the deadline via VLE.

Task 1 (30 points): Choose 1 digital/tech organization that operates in a global market or environment:

16. Discuss the strategy of the organization (10 points).
17. Identify 3 digital innovations launched in the past 5 years and evaluate:
18. What types of innovations are there? (5 points).
19. What the sources that drove the innovation are (15 points).

Task 2 (30 points): Assess the Competitive/Relevance Strategy by:

20. Assessing the macro and micro external environment (10 points).
21. Assessing the core resources and capabilities of the organization (10 points).
22. Determining the competitive strategy used by the organization (10 points).

Task 3 (40 points): Propose a Competitive and Innovation-Based Strategy by:

23. Finding an opportunity for digital innovation (20 points).
24. Propose a digital innovation strategy based on task 3.A that links to the company's competitive strategy identified in task 2.C (20 points).

Evaluation Criteria:

Criteria	Identification of Main Issues	Analysis	Solutions	Research	APA Structure and Format
	-Clear explanation of key strategic issues. -The problems, scope, and seriousness were clearly identified in the discussions. There was a well-focused diagnosis of strategic issues and key problems that demonstrated a good grasp of the company's present situation and strategic issues. -Effective Executive Summary	Logically organized, key points, key arguments, and important criteria for evaluating how innovation leads to competitive advantage.	-Clear, concise, and effective innovation-based strategy proposition for the chosen organization. -There was a clear gap identified for a potential innovation that leads to a competitive advantage. Recommendations and conclusions were presented and supported in an effective manner.	-Clearly presenting an effort conducted to increase the level of knowledge on the topic. -Clear representation of references. -Presenting information not discussed in class -Clearly explaining the full idea.	-Proper organization, professional writing, and logical flow of analysis. APA formatting -Logically organized, key points, key arguments, and important criteria for evaluating the business logic easily identified. -Key points were supported with a well thought out rationale based on applying specific concepts or analytical frameworks to the data provided in the case. -Proper grammar, spelling, punctuation, third person objective view, professional writing, and syntax.
0 to 25 pts	Little or no ability to review the strategy of the organization and its innovations.	Incomplete or no analysis of the competitive advantage of the organization.	Little or no action suggested, and/or inappropriate solutions for the innovation-based strategy.	Incomplete research and no links to any readings.	Many errors and a lack of organization.

26 to 50 pts	Identifies and understands some of the organization's strategy and innovation.	Superficial analysis of some of the competitive advantages of the organization.	Superficial and/or inappropriate solutions to innovation-based strategy.	Limited research and documented links to any readings.	There are more than occasional errors. Variety of formatting styles, with some inconsistencies throughout the paper.
51 to 75 pts	Identifies and understands most of the organization's strategy and innovation drivers.	Thorough analysis of competitive advantage of the organization, using at least one model for assessing advantage.	Appropriate, well thought out comments about innovation-based strategy.	Good research and documented links to the material read.	There are occasional errors. Good skill level in formatting and organizing material in assignment. Above average level of preparedness, with few formatting errors.
76 to 100 pts	Thorough identification understanding of all/almost all of the strategy and innovation drivers of organization.	Insightful and thorough analysis of competitive advantage, using 1 or more models.	Well documented, reasoned and pedagogically appropriate comments on solutions or proposals for solutions, to all issues in the case study.	Excellent research into the issues with clearly documented links to the course text and/or outside readings.	Writing is totally free of errors. Meets all APA standards. Formatting is excellent.

4.2. Summative Assessment 2 – Individual Essay – 40%

Activity Description:

25. This is an individual Summative Assessment.
26. Follow the guidelines and criteria of the assignment, make sure your writing is precise and to the point, and that all sources are adequately referenced.

27. This assessment is a compilation of all the homework that you have from session 21 to session 33.
28. You will be asked to compile and submit this assessment during week 11.
29. You must do your assignments every week and compile them as you go.
30. After you submit every homework, the professor will provide you with his/her input on your work. Please note that the essay must be presented as one document as a PDF and uploaded on the VLE by the deadline.

Objective:

31. The main objective of this assessment is to gain skills in understanding how internal and external environmental forces influence innovation.
32. The aim is to assess your skills and knowledge in proposing solutions for digital innovation.

Guidelines:

Examine how the internal and external environment influences a selected digital/tech dynamic industry through a 2000-word essay by:

33. External Environmental Forces
34. Internal Environmental Forces
35. **Dealing With Uncertainty**

Structure:

Cover page: Including the name of the company, your name, class code and date.
Introduction: This introduces the reader to the company that you will be discussing.
Findings and analysis: This includes all the tasks that will be presented below.

Brief conclusion: This recaps the main characteristics of the company and suggests its stance in the market.

36. The report should display a coherent structure.
37. The report should be prepared as a neatly typed Word document (Times New Roman 12 points), with 1.5 spacing and page numbering.
38. All sources must be referenced (using APA) in the text and a full bibliography must be provided (including visited websites). Paraphrasing or direct quotes taken from other sources must be clearly indicated with citations. No footnotes!
39. Students are reminded that depth, relevance, and variety are the crucial elements of quality research.
40. Submission should be by the deadline via VLE.

Task 1 (30 points):

Choose a dynamic digital/tech industry and evaluate the external environment factors that influence Innovation:

41. The impact of global factors on innovation (10 points).
42. The impact of first mover advantage on innovation (10 points).
43. The impact of social responsibility on innovation (10 points).

Task 2 (40 points):

Evaluate how the below internal environment forces influence innovation in the selected industry:

44. The impact of internal innovation processes and leadership on innovation (20 points).
45. The impact of innovation culture and team performance on innovation (20 points).

Task 3 (30 points): Evaluate how the industry translates uncertainty into opportunities by:

46. Evaluate what types of uncertainty the industry is facing (10 points).
47. Explore what strategies are used to deal with and leverage uncertainty (20 points)

Evaluation Criteria:

Criteria	Identification of Main Issues	Analysis	Solutions	Research	APA Structure and Format
	-Clear explanation of key strategic issues. -The problems, scope, and seriousness were clearly identified in the discussions. -Well-focused diagnosis of internal and external environment forces that impact innovation. -Effective Executive Summary.	-Logically organized, key points, key arguments, and criteria for evaluating how an organization can deal with internal and external environment forces. -Good use of examples of organizations within the industry that demonstrate points discussed.	-Clear, concise, and effective growth-based strategies that demonstrate how to deal with uncertainty. -Recommendations and conclusions were presented and supported in an effective manner.	-Clearly presenting an effort conducted to increase the level of knowledge on the topic. -Clear representation of references. -Presenting information not discussed in class. -Clearly explaining the full idea.	-Proper organization, professional writing, and logical flow of analysis. APA formatting. -Logically organized, key points, key arguments, and important criteria for evaluating the business logic easily identified. -Key points were supported with a well thought out rationale based on applying specific concepts or analytical frameworks to the data provided in the case. -Proper grammar, spelling, punctuation, third person objective view, professional writing, and syntax.

0 to 25 pts	Little or no ability to identify external or internal environmental forces on innovation.	Incomplete or no examples that analyze how organizations leverage internal and external environmental forces.	Little or no action suggested, and/or inappropriate solutions for dealing with uncertainty.	Incomplete research and no links to any readings.	Many errors and a lack of organization.
26 to 50 pts	Identifies and understands some of the external or internal environment forces on innovation.	Superficial examples that analyze how organizations leverage internal and external environmental forces.	Superficial and/or inappropriate solutions for dealing with uncertainty.	Limited research and documented links to any readings.	There are more than occasional errors. Variety of formatting styles, with some inconsistencies throughout the paper.
51 to 75 pts	Identifies and understands most of the external or internal environment forces on innovation.	Thorough examples that analyze how organizations leverage internal and external environmental forces.	Appropriate, well thought out comments about dealing with uncertainty.	Good research and documented links to the material read	There are occasional errors. Good skill level in formatting and organizing material in assignment. Above average level of preparedness, with few formatting errors.
76 to 100 pts	Thorough identification and understanding of all external or internal	Insightful and thorough examples that analyze how organizations leverage internal and external	Well documented, reasoned and pedagogically appropriate comments on dealing with uncertainty.	Excellent research into the issues with clearly documented links to the course text and/or outside readings.	Writing is totally free of errors. Meets all APA standards. Formatting is excellent.

	environment forces on innovation.	environmental forces.			

5. Module Requirements

Core Readings List

1. Dobni, B., & Sand, C. (2018, August). Strategy shift: Integrating strategy and the firm's capability to innovate. *Harvard Business Review*.
2. Govindarajan, V., Srivastava, A., & Enache, M. (2019, May). R&D spending has dramatically surpassed advertising spending. *Harvard Business Review*.
3. Gupta, S. (2018). *Driving digital strategy: A guide to reimagining your business*. Harvard Business Publishing.
4. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2019). *Strategic management: Concepts and cases: Competitiveness and globalization* (13th ed.). Cengage Learning.

Supplementary Reading List

1. Broekhuizen, T., Bakker, T., & Postma, T. (2018, July). Implementing new business models: What challenges lie ahead? *Business Horizons*.
2. Cusumano, M. A., Gawer, A., & Yoffie, D. B. (2019). *The business of platforms: Strategy in the age of digital competition, innovation, and power*. HarperCollins.
3. Dery, K., Sebastian, I. M., & van der Meulen, N. (2017). The digital workplace is key to digital innovation. *MIS Quarterly Executive, 16*(2).
4. Govindarajan, V., Srivastava, A., & Enache, D. (2019, January). It's time to stop treating R&D as a discretionary expenditure. *Harvard Business Review*.

5. Hacklin, F., Björkdahl, J., & Wallin, M. W. (2018). Strategies for business model innovation: How firms reel in migrating value. *Long Range Planning, 51*(1), 82–110.
6. Ibarra, D., Ganzarain, J., & Igartua, J. I. (2018). Business model innovation through Industry 4.0: A review. *Procedia Manufacturing, 22*, 4–10.
7. Ibrahim, S. K., & Jebur, Z. T. (2019). Impact of information communication technology on business firms. *International Journal of Science and Engineering Applications, 8*(2), 53–56.
8. Johnson, M. (2018, December). Digital growth depends more on business models than technology. *Harvard Business Review*.
9. Li, F. (2018, August). Why western digital firms have failed in China. *Harvard Business Review*.
10. Mamady, C. (2019). *Strategy in the digital age: How to disrupt or respond to disruptors*. BookBaby.
11. Reeves, M. (2018, September). The strategy palette: Five approaches to strategy for a complex world. *Harvard Business Review*.
12. Zeng, M. (2018, September). Smart business: What Alibaba's success reveals about the future of strategy. *Harvard Business Review*.
13. Schilling, M. A. (2019). *Strategic management of technological innovation* (6th ed.). McGraw-Hill Education.
14. Shams, S. R., Vrontis, D., Weber, Y., & Tsoukatos, E. (Eds.). (2018). *Business models for strategic innovation: Cross-functional perspectives*. Routledge.
15. Tidd, J., & Bessant, J. (2018). *Managing innovation: Integrating technological, market and organizational change* (6th ed.). Wiley.

General Rules for Submitting Written Assignments

Prior to the assessment and grading, all homework assignments submitted via Virtual Learning Environment (VLE) are checked for plagiarism with the software embedded to the system. Before turning in the first assignment, each student must familiarize themselves with the Plagiarism Handbook in the VLE.

Written assignments should be typewritten and will only be marked and graded if they are submitted via VLE by the requested time. **Late submissions will not be accepted under any circumstances!**

Being absent shall not be an accepted excuse for <u>not submitting the required homework for the following session.</u>

<u>**Technical issues:**</u> The VLE system works functionally well and technical issues are almost nonexistent. Failure to submit the assignment on a timely basis is typically a result of a misuse of the VLE instructions or simply a missed deadline.

In case a student experiences issues with the submission of a particular assignment, an email should be sent <u>before the submission deadline</u> to the lecturer (with a copy to the Academic Coordinator) along with the screenshot of the technical issue. Each case will be thoroughly investigated, and the ultimate decision will be made by the Academics Department whether the homework should be accepted for evaluation and grading.

Attendance

80% attendance is compulsory. Students who miss more than 20% of classes without a justified reason (e.g., medical certificate) will automatically fail the module.

All appointments, including regular medical appointments, should be scheduled outside of class time, as any absence will affect the participation component of the module evaluation. If you are ill and you cannot attend a class, you will need to fill in the Absence Excuse form and provide a valid certificate from a credible medical institution. Under no circumstances is the lecturer involved in considering absence excuses. This responsibility lies with the Academic Coordinator and the Academic Committee. Please refer to the **Academic Policies and Student Guidelines** for further information.

Students who are late (not more than the first 10 minutes) will be allowed to enter the classroom upon the consideration of a lecturer meaning that if a lecturer started the class and believes that those arriving late may disturb the class, he/she has a right not to allow any late students to enter the classroom. Students over 10 minutes late should NOT be allowed into the classroom until the next break. In case the student is not allowed to enter the classroom in the first part of the class or is late more than 10 min, then the attendance will be rated at **50%** or a half class. <u>This margin of time is not</u>

<u>applicable after the mid-class break</u>, i.e., students coming late or not returning after the break will not be allowed into the class and/or will get documented only 50% of presence. Continuous late arrivals by a student gives the lecturer the right to dismiss that student from their class, with a failing grade.

Note: *As entering in the middle of a class session disrupts the entire class and is regarded as disrespectful, students should strictly adhere to the rules. Arriving late or leaving early will be noted and the total time of absences will be calculated by applying the same corresponding rules for continuous tardiness.*