U41 IDH 3034: AESTHETICS, VALUES & AUTHORITY

DISRUPTIVE INNOVATION:
How Scalable Innovations Are Shaping Our World, Not Your Parents' World

This is a Global Learning Course that counts toward your Global Learning graduation requirement and the prestigious Excellence in Global Learning Medallion. Goglobal.fiu.edu/medallion

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Fall 2017

Wednesday 3:00 – 4:50 pm

Location: TBA

Instructor: Hortensia Sampedro

E-Mail: Hortensiaes@gmail.com

Phone: 305 742 8221

Office Hours: after class

Teaching Assistant: TBA

Phone:

Email:

Course objectives

1. To develop an understanding of disruptive innovation in global, scalable businesses.
2. To develop an understanding of the conditions in an industry or market which permit global innovation.
3. To develop applications of critical thinking to multi-disciplinary cases in global industries.

COURSE AND GLOBAL LEARNING OUTCOMES

Course Outcomes:

1. To learn to identify market opportunities where the principles of disruptive innovation can be applied
2. To develop the skills necessary to draw upon each discipline to apply them in a case.
3. To self-assess one's capabilities to apply the key concepts from each discipline to the problem.

Global Learning:

1. **Global Awareness:** Students will demonstrate knowledge of the interrelated global dynamics (social-cultural, political, economic, etc.) that shape aesthetics, values, and authority in diverse cultural contexts.
2. **Global Perspective:** Students will be able to analyze the multiple global forces that shape their understanding of aesthetics, values, and authority — economic, political, sociological, technological, cultural
3. **Global Engagement:** Students will be able to develop solutions to local, global, international, and/or intercultural problems related to aesthetics, values, and authority.

Overview

Disruptive innovation has been shaping, and will shape, our world across all economies, geographies, industries, cultures and political systems. Bright, ambitious, creative students will find this course exciting, stimulating and horizon-expanding. Students will dissect the true reasons for today's successful innovations**,** and argue for their own disruptive ideas a la Shark Tank, using select Harvard Cases, readings, videos and a team project to identify a disruptive opportunity and design how to commercialize it. This course is for students interested in pursuing entrepreneurial opportunities in start-ups or in family businesses, or working in corporations in senior management or C-level positions. It offers a high level, practical perspective for business majors as well as progressive thinking students in non-business degrees. This course tackles the most disruptive innovations in their fields, i.e. CITI (banking), Charles Schwab (brokerage), iPhone (communications), Netflix (movies), Pandora (music), Kindle (books), Nucor (manufacturing steel), Tesla (automotive), and ends with the beginnings of modern day development of pipelines, platforms and the new rules of strategy: Etsy (artisan crafts), Uber/Lyft (transportation), Airbnb (lodging), amongst others. The course requires active student participation and class attendance.

COURSE PROCEDURES & METHODOLOGY

ACTIVE LEARNING TACTICS

This is a highly participatory course based on cases from Harvard Business, MIT, Stanford, and other leading institutions of higher learning in Europe and India. Students will actively participate in class discussion, summarize their reading assignments, prepare their case studies as a team, and create a team course project.

Students will share their insights by role-playing, oral presentations, videos, debate, and business modeling. Lecturing comprises a minimal part of this course; rather, active interaction on the part of the individual student and the teams will drive the learning.

Readings and cases must be read and prepared in advance of each class.

CLASS OR PROFESSOR POLICIES

Very active role in class discussion is expected and required.
Smart phones, tablets, computers are encouraged during class for course work; they are prohibited for non-emergency personal use. **Readings and cases must be read and prepared in advance of each class.**

REQUIRED MATERIALS

1. THE LITTLE RED WRITING BOOK, by Brandon Royal

2. Harvard Business School Publishing Cases Course pack must be downloaded by each student for a fee at https://cb.hbsp.harvard.edu/cbmp/login

- Fall 2017 Coursepack URL: http://cb.hbsp.harvard.edu/cbmp/access/65045793
- Spring 2018 Coursepack URL: http://cb.hbsp.harvard.edu/cbmp/access/65046689

3. Required articles, papers, videos are listed in the Syllabus per the Assignment Schedule below
4. Course project - 3 – 5 students per team

Articles/Readings/Videos

Students should prepare either a quote from the article or express their own insight or takeaway no longer than a paragraph derived from the article. A student(s) will be chosen to present the article in class. These are to be uploaded to the Blackboard no later than noon of the Monday preceding class.

Cases

Students should prepare a summary analysis of the case no longer than a page derived from the case. One write up from each team will suffice. The teams will present the cases at class. The case write ups are to be uploaded to the Blackboard no later than noon of the Monday preceding class.

Project

Each team will be assigned/select a project in an industry to identify a disruptive opportunity and propose how to commercialize it. Presentation will

Attendance STANDARDS & PROCEDURES

Attendance at class is expected and more than two absences will result in a lowering of one full grade in a student's final grade. Absences must be reported in advance to the TA. **Readings and cases must be read and prepared in advance of each class.**

GRADING STANDARDS/PERFORMANCE MEASURES

Grade will be determined based on in-class presentations of case studies, review papers on readings, quality of classroom participation and a course project. Students will determine the project they want to do, selecting from one of five industries, which will relate to a theme from the course, and will work in teams of 3 – 5 students. Grading will be on a curve.

1. Class Participation (individual)	15%
2. Review Articles, Videos, Papers (individual)	15%
3. Case Studies (team)	40%
4. Course Project (team)	30%

NOTA BENE: While this course shares similar teaching methodology with *Growing Smartly*, *the lessons are unique.*

be a 10 slide PPT or video (creativity encouraged!) illustrating: how industry analysis leads up to opportunity; what is the new customer value proposition; how to distribute, price and sell it. The projects will be eligible to be submitted to StartUp FIU.

Religious holidays

Every effort will be made, where feasible and practical, to accommodate students whose religious practices coincide with class requirements scheduling. Please make sure to notify your instructor at the beginning of the semester of which dates you will be absent or any anticipated problems with completing course work.

Physical, mental and sensory challenges

Every effort will be made, where feasible and practical, to accommodate students who are so challenged. Should you require accommodations, contact the Disability Resource Center (DRC), if you have not done so already.

Honors College Requirements

Registration in this course implies an acceptance of and compliance with the Honors College policies for students and the FIU Code of Academic Integrity.

Honors Citizenship Requirements

Beginning in Fall 2014, Honors College students are required to accumulate at least **20 citizenship points** each academic year (Fall and Spring) by attending Honors College activities. Students attending only one semester (Fall or Spring) are required to accumulate **10 citizenship points.** See http://honors.fiu.edu/academics/policies/citizenship/.

Student Portfolios

The Honors College will be using a portfolio method to assess students' learning outcomes. The portfolio allows for maximum flexibility in gauging student learning. Students decide (with instructor consultation) what "artifacts" or assignments to include for consideration in their portfolios to demonstrate successful achievement of each of five key student learning outcomes over the 4-year Honors experience. See http://honors.fiu.edu/students/honors-advising-center/portfolio-for-graduating-seniors/.

Honors College Academic Misconduct Statement

In The Honors College, the term "honor" refers both to academic accomplishment and character. Students in Honors should therefore adhere to and be held to the highest standards of personal academic accountability. Academic dishonesty in any form, including plagiarism, is antithetical to the very definition of being an Honors student at FIU. Consequently, an Honors College student found responsible for academic misconduct will be dismissed from the College.

Procedures and Penalties

An Honors faculty member may bring charges of academic misconduct against an Honors student if the faculty member suspects plagiarism or other forms of academic misconduct. The faculty member will decide whether to pursue informal resolution, file formal resolution charges, or take no further action, and will follow the procedures outlined in the Honors College website (http://honors.fiu.edu/academics/policies/), and the Academic Misconduct Procedures, available at http://www.fiu.edu/~oabp/misconductweb/1acmisconductproc.htm.

FIU Code of Academic Integrity –http://integrity.fiu.edu/ .

FIU Honors College Student Handbook –http://honors.fiu.edu/students/policies/.

FIU Honors College Plagiarism Policy – http://honors.fiu.edu/students/policies/ designated as Global Learning courses (IDH 2003-2004, IDH 3034-3035) must list specific Global Learning outcomes. Assignments must be able to assess the students' ability to demonstrate these outcomes. Questions on Global Learning should be addressed to Jose Rodriguez, rodrigej@fiu.edu.

Global Learning Outcomes

Second year and Upper Division classes have been designated as Global Learning courses. For questions regarding GL requirements, please contact Jose Rodriguez at the Honors College.

ASSIGNMENTS SCHEDULE DISRUPTIVE INNOVATION Fall 2017

Harvard Business School Publishing url: https://cb.hbsp.harvard.edu/cbmp/login
COURSEPACK URL:

Readings and cases must be read and prepared in advance of each class.

CLASS # LRWB# DATE	TOPIC	ARTICLES/READINGS/VIDEOS	CASE	PROJECT/SIMULATIONS/DELIVERABLES
(1) 8/23/2017	Strategy: What is strategy?	1) The Three Things That Keep Companies Growing Zook, Allen bit.ly/strategy8-24 2) Where Have All The Leaders Gone? bit.ly/strategy8-24-2 3) The Five Competitive Forces That Shape Strategy bit.ly/strategyvideo8-24	What Is Strategy? Michael Porter bit.ly/strategy8-24-3	Set teams, select industry.
(2) 8/30/2017	Disruptive innovation (Christensen videos)	1) Ten Types of Innovation Keeley bit.ly/Reading-DI-831 2) Disruptive Innovation Explained bit.ly/Video1-DI-831 3) The Explainer: Disruptive Innovation bit.ly/2Video2-DI-831		Apply the Ten Types of Innovation (Keeley) to your Industry Project
9/4/17		*Labor Day*		
(3) 9/6/2017	General management	The innovator's dna r0912f-eng https://cb.hbsp.harvard.edu/cbmp/content/sample/R0912E-PDF-ENG		
(4) 9/13/2017	Retail banking (Citibank)	Digital Transformation of US Private Banking Cognizant http://bit.ly/Reading-DI-914	New Back Office Focuses on Customer Service, Matteis http://bit.ly/Case-DI-914	
(5) 9/20/2017	Retail banking (Citibank)	Will Industry Stacks be the New Blueprint for Banking? http://bit.ly/Reading-DI-921		
(6) 9/27/2017	Project			How does Customer Engagement affect your industry

CLASS # LRWB# DATE	TOPIC	ARTICLES/READINGS/VIDEOS	CASE	PROJECT/SIMULATIONS/DELIVERABLES
(7) 10/4/2017	Brokerage (Charles Schwab)	The Switchboard Business Design Group 5 http://bit/ly/Reading-D1-105	E-Trade Securities Inc. Lal, Glew, et al. http://bit.ly/Case-D1-105	
(8) 10/11/2017	Brokerage (Charles Schwab)	Case II-15 http://bit.ly/Reading-DI-1012		
(9) 10/18/2017	Project			How does Service, Support and Enhancements, affect your industry
(10) 10/25/2017	Retailing (Amazon)	The 12 Different Ways for Companies to Innovate Sawhney, Wolcott, Arroniz http://bit.ly/Reading-DI-1026	Amazon.com (A) Rayport, Louie http://bit.ly/Case-DI-1026	
10/30/2017	*Deadline to drop courses*			
(11) 11/1/2017	Retailing (Amazon)		Amazon: Success, Survival or Suicide? Horovitz, Kumar, Hilliard http://bit.ly/Case-DI-112	How does Distribution Channels affect your industry
(12) 11/8/2017	Travel (Expedia)		Should Your Business be Less Productive? Huang, Rust http://bit.ly/Case-DI-119	
11/10/17	*Veterans Day Holiday*			
(13) 11/15/2017	Travel (Expedia)		From Hand-helds to Smart Phones - The Pioneers of Palm Inc. Hoenen, Nell http://bit.ly/Case-DI-1116	How does Brand affect your industry
(14) 11/22/2017	Phone (iPhone)		iPhone vs. Cell Phone Yoffie, Slind http://bit.ly/Case-DI-1123	
11/23 & 24/2017	*Thanksgiving Holiday*			
(15) 11/29/2017	Phone (iPhone)			How does Structure, the alignment of resources, apply to your industry
12/4/2017	*Finals Week*			

DISRUPTIVE INNOVATION SPRING 2018

Harvard Business School Publishing url: https://cb.hbsp.harvard.edu/cbmp/login
COURSEPACK URL:

Readings and cases must be read and prepared in advance of each class.

CLASS # LRWB# DATE	TOPIC	ARTICLES/READINGS/VIDEOS	CASE	PROJECT/SIMULATIONS/DELIVERABLES
(16) 1/10/18	Prior Semester Review	How a Digital Storm Will Disrupt the Parcel and Express Industry https://www.bcgperspectives.com/content/articles/transportation-travel-tourism-technology-how-digital-storm-will-disrupt-parcel-express-industry/?chapter=2		
15JAN18	*MLK Holiday*			
(17) 1/17/2018	Movies/ Netflix	How Telecoms Can Become Video's Next Big Star? https://www.bcgperspectives.com/content/articles/telecommunications-how-telcos-can-become-videos-next-big-star/	Netflix in 2011 Shih, Kaufman https://cb.hbsp.harvard.edu/cbmp/content/sample/615007-PDF-ENG	
-		https://disruptionhub.com/wp-content/uploads/2017/01/dis_info_5drivers_v4.pdf	Case Flash Forward: Netflix (2009)https://cb.hbsp.harvard.edu/cbmp/content/sample/6066-PDF-ENG	
(18) 1/24/2018	Movies/ Netflix	On-line DVD Rental NETFLIX http://www.slideshare.net/only1kiku/techindnetflix?qid=9352e82a-942a-454d-8307-9b5b4d393461&v=&b=&from_search=6	Examining the Netflix Paradigm Sood, et al. https://cb.hbsp.harvard.edu/cbmp/content/sample/IES503-PDF-ENG	How does Network, connection to others, apply to your industry
(19) 1/31/2018	Movies/ Pandora	THE LONG, SAD HISTORY OF PANDORA MEDIA'S FAILED STRATEGY TONNER http://www.fool.com/investing/general/2015/11/10/the-long-sad-history-of-pandora-medias-failed-stra.aspx PANDORA: ENGAGEMENT REDEFINED http://www.slideshare.net/CentroMedia/pandora-43596740?qid=d91dd086-85d7-40c0-85ef-e884d263a87d&v=&b=&from_search=7	Opening Pandora's Box Shich, et al. https://cb.hbsp.harvard.edu/cbmp/content/sample/607135-PDF-ENG	
(20) 2/7/2018	Books/Kindle	https://www.youtube.com/watch?v=tTq6Tofmo7E	eReading: Amazon's Kindle Anand, Olson, Tripsas https://cb.hbsp.harvard.edu/cbmp/cont	How does Product System, complimentary products and services, affect your industry

			ent/sample/709486-PDF-ENG	
(21) Page 101- 126 2/14/2018	Steel/ Nucor	American Steel: Everything Old is New Again Foote https://cb.hbsp.harvard.edu/cbmp/content/sample/S0505C-PDF-ENG	Nucor at a Crossroads Ghemawat, Stander https://cb.hbsp.harvard.edu/cbmp/content/sample/793039-PDF-ENG	
CLASS # LRWB# DATE	**TOPIC**	**ARTICLES/READINGS/VIDEOS**	**CASE**	**PROJECT/SIMULATIONS/DELIVERABLES**
(22) Page 127-130 2/22/2017	Steel/ Nucor		Lessons from Nucor Steel Gupta, Govindarajan https://cb.hbsp.harvard.edu/cbmp/content/sample/SMR057-PDF-ENG	How does Process or Methods affect your industry
(23) Page 131-137 2/21/2018	Automotive/ TESLA	TESLA UNVEILS MODEL 3 https://www.youtube.com/watch?v=Q4VGQPk2Dl8 https://www.bcgperspectives.com/content/articles/globalization-strategy-building-resilient-global-enterprise-inspired-by-biology/		
(24) Page 138-142 2/28/2018	Automotive/ TESLA		Tesla Motors: Disrupting the Auto Industry? Dyer, Furr https://cb.hbsp.harvard.edu/cbmp/content/sample/IN1137-PDF-ENG	How does Product Performance, distinguishing features and functionalities, affect your industry
(25) Page 143 3/7/2018	Future Transport/ Uber/ Lyft	HOW UBER, AIRBNB, AND ETSY ATTRACTED THEIR FIRST 1,000 CUSTOMERS BLANDING http://hbswk.hbs.edu/item/how-uber-airbnb-and-etsy-attracted-their-first-1-000-customers With Uber Freight, It's Not Just Truck Drivers Whose Jobs Are at Risk https://www.linkedin.com/pulse/uber-freight-its-just-truck-drivers-whose-jobs-risk-john-mcdermott	Uber, Airbnb, and Etsy Acquiring the First Thousand Customers Teixeira, Brown https://cb.hbsp.harvard.edu/cbmp/product/516094-PDF-ENG	
March 11-17	*Spring Break*			
(26)	Future Lodging/	CREATING VALUE THROUGH BUSINESS	Airbnb, Etsy, Uber: Growing from One	How does Profit Model apply to your industry

Page 144 3/21/18	AirBnB	MODEL INNOVATION AMIT, ZOTT http://sloanreview.mit.edu/article/creating-value-through-business-model-innovation/ WHY YOU DON'T UNDERSTAND DISRUPTION https://www.gsb.stanford.edu/insights/why-you-dont-understand-disruption?utm_source=Stanford+Business&utm_campaign=afd09dc9c1-Stanford-Business-Issue-108-3-19-2017&utm_medium=email&utm_term=0_0b5214e34b-afd09dc9c1-73801437&ct=t(Stanford-Business-Issue-108-3-19-2017)	Thousand to One Million Customers Teixeira, Brown https://cb.hbsp.harvard.edu/cbmp/content/sample/516108-PDF-ENG	
(27) Page 160 3/28/2018	Future Platforms	INTEL CULTURE JUST ATE 12,000 JOBS, GASSEE https://mondaynote.com/intel-culture-just-ate-12-000-jobs-305674fb1274#.ubv23xfd7	Adapting to the Sharing Economy Matzler, Velder, Kathan https://cb.hbsp.harvard.edu/cbmp/content/sample/SMR512-PDF-ENG	
(28) 4/4/2018	Future Platforms/ Multsided Platforms	INNOVATING FOR GLOBAL GROWTH BCG https://www.bcgperspectives.com/content/articles/growth-innovation-seven-takeaways-from-2016-european-strategy-leadership-summit/	Strategic Decisions for Multisided Platforms Hagiu https://cb.hbsp.harvard.edu/cbmp/product/SMR477-PDF-ENG	
		SAVING GLOBALIZATION AND TECHNOLOGY FROM THEMSELVES BCG https://www.bcgperspectives.com/content/articles/strategy-globalization-saving-globalization-technology-from-themselves/ DISRUPTION IS NOT A STRATEGY NEWMANN http://reactionwheel.net/2016/05/disruption-is-not-a-strategy.html		
(29) 4/11/2018	Presentations	Pipelines, Platforms and the New Rules of Strategy Van Alstyne, Parker, Choudary https://cb.hbsp.harvard.edu/cbmp/content/sample/R1604C-PDF-ENG		Team Presentation

(30) 4/18/2018	Presentations			Team Presentation
23APR18	*Finals Week*			