



PERSONA CIENCIA EMPRESA
Universitat Ramon Llull

Joint MASTER IN GLOBAL ENTREPRENEURIAL MANAGEMENT (jMGEM)

TECHNOLOGY APPRECIATION & INTELLECTUAL PROPERTY MANAGEMENT (BUSINESS MODEL DESIGN)

Course Description

Lecturer: Professor Dr. Antoni Olivé

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Pre-requisites:

Co-requisites:

Consultation schedule:

Duration: 40 hours

Description, teaching objectives, and expected outcome

This course is about entrepreneurship, the process starting with the recognition of a business opportunity and ending up in a business model to commercially exploit the idea.

BUSINESS MODEL design and innovation, a topic of recent and increased interest for both academics and practitioners, will be the core concept of the course. We will refer to business models in each session, and participants will be requested to “craft” a business model to exploit a business idea.

Other topics of the course will be: (i) the technology as a source of new products or services to address unmet market needs, and (ii) the intellectual property rights as a means to protect innovative ideas and businesses in the era of intangible assets. Due to the technology approach, most of the cases discussed in class will be about technology start-ups.

At the end of the course the participants will be able to:

- Understand the entire entrepreneurial process
- Assess identified business opportunities
- Understand the role of technology
- Design business models using different frameworks
- Know what is (and is not) patentable.

Topics

The course will cover the following topics:

- The entrepreneurial process
- Recognition of business opportunities
- The role of the entrepreneur’s prior experience
- Origin of business ideas
- Driver of business ideas (technology or supply vs. market or demand)
- Generation, evaluation, selection, and refinement of business ideas
- The logic “from idea to market” vs. the logic “from market to idea”
- Address unmet market needs vs. “create” market needs
- Creation of demand and market
- The blue ocean strategy
- Conversion of technology discoveries into market applications
- Conversion of business ideas into viable business models
- Disruptive technologies
- Intellectual property protection
- Business model design
- Base of the pyramid business models
- Social entrepreneurship
- Corporate entrepreneurship
- Technology and biotechnology entrepreneurship
- Growth and funding of new ventures.

Methodology

The course methodology is primarily based on (at home) preparation and (in class) discussion of teaching cases, most of which are master-level cases from the Harvard Business School. There will be other activities such as group presentations. The two sessions of intellectual property protection will combine the presentation of theoretical concepts with in class discussion of brief examples and a teaching case. Some readings will also be assigned throughout the course.

The development of the course depends critically on in-depth case preparation at home and high participation in class.

During the course there will be conferences by two professional guest speakers and two professional visits. Attendance to both conferences and visits is compulsory.

The sessions schedule is detailed in Annex 1.

Evaluation

The final grade of the course will be the result of:

1. Class participation in frequency and quality (10%)
2. Twitter activity (10%)
3. Group presentations (20%)
4. Exams (30%)
5. Final assignment (30%).

At the end of the discussion of each case, students will be requested to summarize the lessons from the case in a tweet. Tweets will be read in class and students will mark as “favorite” three tweets sent by their classmates. Students will not be allowed to mark their own tweets. A ranking of students will be held on the basis of the number of “favorites” received, and the first half of students will be granted a “A” and the second half of students will be granted a “-A”.

There will be two exams. The first will cover the first half of the course and the second will cover the second half of the course.

The final assignment will consist of designing a business model to exploit a business idea. It will be done in groups (same grade for all members of the group). Groups will have to prepare a presentation of up to 10 minutes using a Powerpoint file. Presentations will be made the last session of the course. Groups may submit drafts of the final assignment and Professor Olivé will provide with feedback either to the group or in class (sessions 17 and 18).

Attendance to the sessions is compulsory.

Cases

- Staples: A Year in the Life of a Start-Up (HBS)
- LeapFrog Enterprises (HBS)
- Design Thinking and Innovation at Apple (HBS)
- Segway Human Transporter: More than a Cool Invention? (Richard Ivey School of Business)
- Making SMaL Big: SMaL Camera Technologies (HBS)
- E Ink: Financing Growth (HBS)
- E Ink in 2008 (HBS)
- Strategic innovation simulation: Back Bay Battery (business game) (HBS)
- American Well: The Doctor Will E-See You Now (HBS)
- Orange: Read & Go (HBS)
- Zipcar: Refining the Business Model (HBS)
- Now Everybody Can Fly: AirAsia (IESE)
- Wal-Mart Stores in 2003 (HBS)
- Leadership Online (A): Barnes & Noble vs. Amazon.com (HBS)
- Leadership Online (B): Barnes & Noble vs. Amazon.com in 2005 (HBS)
- Netflix (HBS)
- Launching Telmore (HBS)
- Urban Video Game Academy: Getting in the Game (HBS)
- Unilever in India: Hindustan Lever's Project Shakti-Marketing FMCG to the Rural Consumer (HBS)
- Bank of America (HBS)
- 3M Optical Systems: Managing Corporate Entrepreneurship (HBS)
- Collabrys, Inc. (A) – The Evolution of a Startup (HBS)
- Sirtris Pharmaceuticals: Living Healthier, Longer (HBS)
- Growing Up in China: The Financing of BabyCare Ltd. (HBS)

Readings

- Christensen, C.M., & Raynor, M.E. (2003). The innovator's solution. Boston, Mass: Harvard Business School Press (chapter 2)
- Note on Business Model Analysis for the Entrepreneur. *Harvard Business School*.
- Casadesus-Masanell, R., & Ricart, J.E. (2011). How to Design A Winning Business Model. *Harvard Business Review*, January-February, 101-107.
- Kim, W.C., & Mauborgne, R. (2005). Blue Ocean Strategy. From Theory to Practice. *California Management Review*, 47 (3).
- Anderson, J., & Markides, C. (2007). Strategic Innovation at the Base of the Pyramid. *MIT Sloan Management Review*, 49 (1), 83-88.
- Block, Z., & MacMillan, I.C. (1985). Milestones for Successful Venture Planning. *Harvard Business Review*, September-October, 2-7.
- Burgelman, R.A., & Siegel, R. E. (2007). Defining the Minimum Winning Game in High-Technology Ventures. *California Management Review*, 49 (3), 6-26.
- Bhidé, A. (1992). Bootstrap Finance: The Art of Start-ups. *Harvard Business Review*, November-December, 109-117.

- Mulcahy, D. (2013). 6 Myths About Venture Capitalists. *Harvard Business Review*, May

Recommended bibliography

Baron, R. A., & Shane, S. A. (2008). *Entrepreneurship: a process perspective*. Mason, USA: South-Western Cengage Learning. [Available for inspection at Professor Olivé's office].

Bessant, J., & Tidd, J. (2007). *Innovation and entrepreneurship*. West Sussex, England: John Wiley and Sons. [Available for inspection at Professor Olivé's office].

Grant, R. M. (2005). *Contemporary strategy analysis*. Oxford, UK: Blackwell Publishing. [Available for inspection in the IQS library].

Kim, W. C., & Mauborgne, R. (2005). *Blue ocean strategy: how to create uncontested market space and make the competition irrelevant*. Boston, Mass.: Harvard Business School Press.

McGrath, R. G., & MacMillan, I. C. (2000). *Entrepreneurial mindset: strategies for continuously creating opportunity in an age of uncertainty*. Boston, Mass: Harvard Business School Press.

Osterwalder, A. (2010). *Business Model Generation*. John Wiley & Sons, Inc., Hoboken, New Jersey.

Pisano, G. P. (2006). *Science business: the promise, the reality, and the future of biotech*. Boston, Mass: Harvard Business Press Books.

Stockes, D., & Wilson, N. (2006). *Small business management and entrepreneurship*. Hampshire, UK: Cengage Learning. [Available for inspection at Professor Olivé's office].

Stockes, D., Wilson, N., & Mador, M. (2010). *Entrepreneurship*, Hampshire, UK, Cengage Learning. [Available for inspection at Professor Olivé's office].

Annex 1. Sessions schedule (academic year 2014-2015)

Session	Date	Topic	Case	Activity	Readings
1	October, 27	Course introduction			
2	October, 29	Entrepreneurship	Staples: A Year in the Life of a Start-Up (HBS)	Connect the dots (assignment)	
3	October, 31	Business opportunity recognition	LeapFrog Enterprises (HBS)	Connect the dots (presentations)	
4	November, 3	From idea to market	Design Thinking and Innovation at Apple (HBS) Segway Human Transporter: More than a Cool Invention? (Richard Ivey School of Business)		Chapter 2 of "The innovator's solution" by Christensen & Raynor
5	November, 5	Disruptive technologies	Making SMaL Big: SMaL Camera Technologies (HBS) E Ink: Financing Growth (HBS) E Ink in 2008 (HBS)		
6	November, 7	Disruptive technologies	Strategic innovation simulation: Back Bay Battery (business game) (HBS)	Business models to exploit business ideas from Big Data (assignment)	
7	November, 10	Business models	American Well: The Doctor Will E-See You Now (HBS) Orange: Read & Go (HBS)		
8	November, 12	Business models		Business models to exploit business ideas from Big Data (presentations)	
9	November, 14	Intellectual property / TYNAX			
10	November, 17	Intellectual property / TYNAX			
11	November, 19	Business models	Zipcar: Refining the Business Model (HBS)		Note on Business Model Analysis for the Entrepreneur How to Design A Winning Business Model
12	November, 21	Choices and consequences of choices	Now Everybody Can Fly: AirAsia (IESE) EXAM		Blue Ocean Strategy. From Theory to Practice
13	November, 24	Business model innovation	Wal-Mart Stores in 2003 (HBS) Leadership Online (A): Barnes & Noble vs. Amazon.com (HBS) Leadership Online (B): Barnes & Noble vs. Amazon.com in 2005 (HBS)		
14	November, 26	Business model innovation Strategic interaction	Netflix (HBS) Launching Telmore (HBS)		Strategic Innovation at the Base of the Pyramid
15	November, 28	Social entrepreneurship Base of the pyramid	Urban Video Game Academy: Getting in the Game (HBS) Unilever in India: Hindustan Lever's Project Shakti-Marketing FMCG to the Rural Consumer (HBS)		
16	December, 1	Experimentation Corporate entrepreneurship	Bank of America (HBS) 3M Optical Systems: Managing Corporate Entrepreneurship (HBS)		Milestones for Successful Venture Planning

Session	Date	Topic	Case	Activity	Readings
17	December, 3	Technology entrepreneurship	Collabrys, Inc. (A) – The Evolution of a Startup (HBS)	Review of group business models	Defining the Minimum Winning Game in High-Technology Ventures
18	December, 10	Technology entrepreneurship	Sirtris Pharmaceuticals: Living Healthier, Longer (HBS)	Review of group business models	Bootstrap Finance: The Art of Start-ups 6 Myths About Venture Capitalists
19	December, 12	Growth and funding	Growing Up in China: The Financing of BabyCare Ltd. (HBS) EXAM		
20	December, 15	Business models	Group presentations		