

Syllabus

1. Programme information

1.1. Institution	THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
1.2. Faculty	Business Administration in Foreign Languages
1.3. Departments	Department of Business Administration in foreign languages (UNESCO chair)
1.4. Field of study	Business Administration
1.5. Cycle of studies	Master Studies
1.6. Education type	Full-time
1.7. Study programme	Digital business and innovation
1.8. Language of study	English
1.9. Academic year	2023-2024

2. Information on the discipline

2.1. Name	Business innovation techniques								
2.2. Code	23.0295IF2.2-0001								
2.3. Year of study	2	2.4. Semester	2	2.5. Type of assessment	Exam	2.6. Status of the discipline	O	2.7. Number of ECTS credits	5
2.8. Leaders	C(C)	prof.univ.dr. PĂUNESCU CARMEN MONICA				carmen.paunescu@ase.ro			
	S(S)	Cadru asoc.(Lector) AGARICI CORINA ANCA				corina.agarici@fabiz.ase.ro			

3. Estimated Total Time

3.1. Number of weeks	14.00
3.2. Number of hours per week	3.00 of which
	C(C) 1.00
	S(S) 2.00
3.3. Total hours from curriculum	42.00 of which
	C(C) 14.00
	S(S) 28.00
3.4. Total hours of study per semester (ECTS*25)	125.00
3.5. Total hours of individual study	83.00
<i>Distribution of time for individual study</i>	
Study by the textbook, lecture notes, bibliography and student's own notes	28.00
Additional documentation in the library, on specialized online platforms and in the field	38.00
Preparation of seminars, labs, assignments, portfolios and essays	14.00
Tutorials	2.00
Examinations	1.00
Other activities	0.00

4. Prerequisites

4.1. of curriculum	
4.2. of competences	

5. Conditions

for the C(C)	Classroom with beamer, multimedia, online.ase.ro
for the S(S)	Classroom with beamer, multimedia, online.ase.ro, field research

6. Acquired specific competences

PREFESSIONAL	C2	
PREFESSIONAL	C3	
PREFESSIONAL	C6	

7. Objectives of the discipline

7.1. General objective	The course aims to develop among students the knowledge and skills necessary to identify areas where innovation will have the greatest impact, unlock their creativity and increase the flow of ideas, create and test prototypes and improve them
7.2. Specific objectives	<p>To understand how to initiate business model innovations and analyze the business situation</p> <p>To be able to identify innovation opportunities and create market value</p> <p>To develop capacity to choose innovative solutions with the greatest potential value</p> <p>To understand how to test the business model (innovations)</p> <p>To be able to develop innovative and sustainable business models</p> <p>To understand how to conduct business model appraisal, implement business innovations and keep the competitive advantage</p>

8. Contents

8.1. C(C)		Teaching/Work methods	Recommendations for students
1	Why does business innovation matter? What is business model innovation? The framework for understanding any business model: 3600 Business Model Innovation. Course requirements and expectations	PPT presentation, multimedia cases, business innovation examples	Business model innovation: concepts, analysis, and cases / Allan Afuah, 2019, Ch. 1 https://www.viima.com/blog/business-model-innovation https://discovery.ucl.ac.uk/id/eprint/1488988/1/Striukova_350%20final%20submission.pdf
2	How to initiate business model innovations? Strategic planning, exploratory approach (effectuation approach), innovation projects. How to analyze the business situation? Environment analysis, company analysis, holistic analysis	PPT presentation, multimedia cases, business innovation examples	Handbook of business model innovation: tips and tools on how to innovate business models / Christian Muller-Roterberg, 2020, Ch. 2 and Ch. 3 https://hbr.org/2014/07/four-paths-to-business-model-innovation

3	How to generate business ideas? Identifying business opportunities, creativity techniques (brainstorming, Walt Disney method, mind-mapping), customer-oriented methods (jobs-to-be-done, customer journey)	PPT presentation, multimedia cases, business innovation examples	Handbook of business model innovation: tips and tools on how to innovate business models / Christian Muller-Roterberg, 2020, Ch. 4 Business model innovation: concepts, analysis, and cases / Allan Afuah, 2019, Ch. 1
4	Adopting a business innovation mindset. Business model canvas, lean canvas, sustainable business models, blue ocean strategy	PPT presentation, multimedia cases, business innovation examples	Handbook of business model innovation: tips and tools on how to innovate business models / Christian Muller-Roterberg, 2020, Ch. 4 The business models handbook: templates, theory and case studies / Paul Hague, 2019, Ch. 7
5	How to test business models? Benefits of testing, how to test (customer segment, customer need, value proposition, revenue model, distribution channel), test methods, implementation tips. How business models create value? Creating impact through a commercial value proposition	PPT presentation, multimedia cases, business innovation examples	Handbook of business model innovation: tips and tools on how to innovate business models / Christian Muller-Roterberg, 2020, Ch. 4 The business models handbook: templates, theory and case studies / Paul Hague, 2019, Ch. 7
6	How to bring design thinking to the business model? Product and service design, Kotler's five product levels, market sizing, price-quality strategy, product life cycle, product service positioning matrix, identifying the customer value placed on product or service improvements, pinpointing the unique selling point of a product or service	PPT presentation, multimedia cases, business innovation examples	The business models handbook: templates, theory and case studies / Paul Hague, 2019: Chapters 24, 25, 37, 38, 39, 43, and 47
7	How to implement and control business models? Business model appraisal frameworks. The VARIM framework (value, adaptability, rareness, inimitability, monetization). Implementing a new business model and managing the business model	PPT presentation, multimedia cases, business innovation examples	Business model innovation: concepts, analysis, and cases / Allan Afuah, 2019, Ch. 5 Handbook of business model innovation: tips and tools on how to innovate business models / Christian Muller-Roterberg, 2020, Ch. 8

Bibliography

- Paul Hague (2019). The business models handbook : templates, theory and case studies, New York: Kogan Page
- Allan Afuah (2019). Business model innovation : concepts, analysis, and cases, New York: Routledge
- Christian Muller-Roterberg (2020). Handbook of business model innovation : tips and tools on how to innovate business models, Norderstedt: Books on Demand
- Raphael Amit, Christoph Zott (2020). Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders 1st Edition, Hoboken, New Jersey: Wiley
- Alexander Chernev (2017). The Business Model: How to Develop New Products, Create Market Value and Make the Competition Irrelevant Kindle Edition, USA, Cerebellum Press
- Alexander Osterwalder, Yves Pigneur (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers (The Strategyzer series), New Jersey: Wiley

8.2. S(S)	Teaching/Work methods	Recommendations for students

1	Why innovate? (debates and a case study)	<ul style="list-style-type: none"> - overall seminar presentation - first student interaction - seminar requirement presentation - presentation of the evaluation system at the seminar - exercises for the financial objectives of an organization 	https://sciencelogic.com/discovery https://hbr.org/ https://www.henley.ac.uk/research/impact https://www.open.ac.uk/business https://pearlzhu.com/books https://professionalprogram.smit.com/en
2	Design thinking (case study and examples)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises 	An Exploratory Study on the Evolution of Design Thinking: Comparison of Apple and Samsung The Design of Business: Why Design Thinking is the Next Competitive Advantage https://bmcmmedinformdecismak.biomedcentral.com/articles/10.1186/s12911-017-0493-6
3	Idea discovery and concept development (case study and examples)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises 	https://www.sciencedirect.com/science/article/pii/S0925527301001566 https://iopscience.iop.org/article/10.1088/1748-9326/8/3/035024/meta https://www.sciencedirect.com/science/article/pii/S0925527303003013
4	Empathize and validate (case study and simulation)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises 	https://www.nngroup.com/articles/case-study-iterative-design-prototyping/ https://uxdesign.cc/ux-design-report-prototyping-a-shared-search-for-idealista-5730ed806a82
5	Experiment planning and prototyping (case study, exercise)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises 	https://www.sciencedirect.com/science/article/pii/S0065245808605446 https://www.proquest.com/openview/a9596ce557ff5ceedd1e63e1d22f14c7/1?pq-origsite=gscholar&cbl=18750
6	Building a creative team (case study and exercises)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises 	https://www.bcg.com/ https://www.ted.com/ https://www.linkedin.com/learning/login
7	Scrum framework (case study and exercise)	<ul style="list-style-type: none"> - discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises 	https://www.scrum.org/resources/what-is-scrum

8	Lean management methodologies (case study)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises	https://link.springer.com/chapter/10.1007/978-3-319-19995-5_11 https://www.sciencedirect.com/science/article/pii/S1877705816330806
9	Business model innovation (case study and exercise)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises	Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders - Raphael Amit, Christoph Zott
10	Embedding innovation (case study and good practices)	- discussing various case studies and specific exercises - student involvement in preparing and discussing case studies and the related exercises	https://www.open.ac.uk/business https://pearlzhu.com/books https://professionalprogram.smit.com/en-chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.berkshire.co.uk/wp-content/uploads/2016/11/Innovation-Gates.pdf https://strategos.com/the-culture-of-innovation-a-practical-guide/?cn-reloaded=1
11	Oral presentations of individual & group project	Oral presentations and feedback	
12	Oral presentations of individual & group project	Oral presentations and feedback	
13	Oral presentations of individual & group project	Oral presentations and feedback	
14	Wrap-up & evaluation	Evaluation and feedback	

Bibliography

- Paul Hague (2019). The business models handbook : templates, theory and case studies, New York: Kogan Page
- Allan Afuah (2019). Business model innovation : concepts, analysis, and cases, New York: Routledge
- Christian Muller-Roterberg (2020). Handbook of business model innovation : tips and tools on how to innovate business models, Norderstedt: Books on Demand

9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme

The content of the discipline was correlated with the requirements of the Romanian business environment, through a series of professional discussions and debates

10. Assessment

Type of activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. C(C)	Grant point	Final exam participation	10.00
10.2. S(S)	Progressive evaluation	1 point for attendance; 1 point for participation into debate sessions; 2 points for individual & group project	40.00

10.3. Final assessment	Summative evaluation (written exam)	Written exam subject: case study analysis & open-ended questions based on the themes discussed at the course and seminar.	50.00
10.4. Modality of grading	Whole notes 1-10		
10.5. Minimum standard of performance	Minimum 50% of the total score, meaning grade 5: min. individual project/ group project or participation in seminar activities + participation in the final exam and partial resolution of the exam subject		

Date of listing,
04/26/2024

Signature of the discipline leaders,

Date of approval in the
department

Signature of the Department Director,