



Course Syllabus Stakeholders

August - December 2018

Professor

Karen J. Montjoy

I. General Information

Course : Stakeholders
Pre-requisite : 140 credits
Credits : 3

Code : 11210
Semester : 2018-II
Level : IX, X

II. Course Description

The course involves theory and practice. Its main goal is to identify and analyze numerous scenarios of innovation ecosystems and stakeholders on which their success depends.

It involves the identification of the different kind of risks, motivation, expectations and individual capabilities that allows to develop a persuasive message to influence others and getting results.

This course helps students to understand the needs from the stakeholders and competitive environment to adapt and adopt the idea and message to foster to occurs the best scenario in both national and international markets.

This course is designed to help you understand the relevance and impact of stakeholders in the business arena, to help you decide what actions to take to take a plan to reality.

In particular, the course aims to help the participants: first, to identify innovation ecosystems and the influence of the stakeholders in business opportunities; second, to evolve from a map analysis to promote accurately the plan to pursue to make the “winning concept” a reality.

Despite that this is an optional course; independent study is an integrated part of the class requirements. In every week, participants not only will have a direct interaction with the instructor through “on campus” classes but also will be required to do independent study during the week (to be prepared for potential quizzes). The teaching style will mix theory and academic concepts with practical applications and team based case discussions.

III. Learning Objectives

As a result of taking this course, students will satisfy the following curriculum objectives by being able to:

- Demonstrate written communication skills in both academic and professional assignments.
- Propose, evaluate and defend possible solutions about a specific problem.
- Identify the impact and influence of customers, suppliers and other stakeholders in a particular company.
- Demonstrate competence in basic concepts and principles in different fields such as: Ecosystems analysis, risk analysis, advocacy of ideas, innovation, business planning and strategy.
- Develop a communicational plan for each stakeholder of the company.
- Formulate and evaluate communicational tools and results.

IV. Teaching methodology

The course will accomplish the learning objectives through a diverse mix of methods and activities, including:

- Analysis and discussion of at least one or more cases
- Guest speaker presentations and dialogue or visits to Innovation hubs
- In-class short case studies and team-based exercises.
- Work in teams applying the class and reading material to prepare the assignments.
- Presenting a final paper applying all the concepts learned in class.

V. Grading

The evaluation system is permanent and comprehensive, and is intended to promote student learning. The course grade is an average of the permanent evaluation (55%), the midterm exam (20%) and the final exam (25%)

The weights of the permanent evaluation are described in the following table:

| PERMANENT EVALUATION AVERAGE (PEA) 55% | | |
|--|--|-----|
| Evaluation Type | Description | % |
| Participation | Class Participation | 20% |
| Assignment 1 - Individual | Book Reading Summaries | 15% |
| Assignment 2 - Individual | Case Analysis: Robin Hood | 15% |
| Class Attendance | Attendance to class | 15% |
| Team Assignment | Choose a product innovation Analyze the company environment and establish the company goals related to that product innovation. Incorporate Wide Lens scoring for each stakeholder/ facilitator in your value blueprint. Show these elements in your model. According to the Advocacy Book develop a plan to advocacy the product innovation and achieve the company results. | 35% |

The final average (FA) is obtained as follows:

$$FA = (0,20 \times ME) + (0,55 \times PEA) + (0,25 \times FE)$$

FA: Final Average

ME: Mid-term Exam

PEA: Permanent Evaluation Average

FE: Final Exam

Exams: We will have two exams during the term. The mid-term exam will cover Chapters 1 to 7 of the book *The Wide Lens* (Ron Adner, 2012). The final exam will focus on the book *Advocacy* (John A. Daly, 2011) Chapters 1 to 11. It will cover only the chapters discussed in class after the midterm exam.

Participation and Quizzes:

It is your responsibility to **READ ALL ASSIGNED READINGS PRIOR TO COMING TO CLASS**. Hence, unannounced quizzes can be taken during the semester at any time during each session. Attendance is mandatory and as such is part of the PEP grade.

Do not expect to get full credit for participation or attendance if:

- You arrive late or leave early.
- Have your laptop open, use your phone during class or simply do not follow the class.
- Never say a thing in class.
- You fail in the unannounced quizzes.

Individual Assignment 1: Book Reading Summary:

In 1-3 pages analyze and summarize Chapters 1 to 5 of the Book The Wide Lens. Give examples of the application of concepts and most relevant learnings. (Arial 11. 1.5 space)

Individual Assignment 2: Case Analysis- Robin Hood:

Read the Robin Hood Case answer the Case Preparation Questions (Robin Hood)

- 1) Describe how Robin Hood developed his initial strategy for competing with the Sheriff of Nottingham and discuss how he implemented it. Critique this approach.
- 2) Identify organizational characteristics and environmental characteristics that would lead you to think Robin Hood is wise to be considering a change in strategy as he enters his campaigns second year? What are Robin Hood's Goals?
- 3) Assume that Robin Hood has asked you to help him devise a new strategy. Identify a set of stakeholders and factors (Ecosystem) for him to consider in revising his strategy.
- 4) Develop a Value Blueprint analysis for Robin Hood's New Strategy.

Team Assignment:

During the first part of the class, each group will identify a product innovation and a company to analyze. The first part of the assignment is to study the product innovation ecosystem and establish the company goals related to that product. Then you should incorporate Wide Lens scoring for each stakeholder/ facilitator in your value blueprint. Show these elements in your model.

The second part of the assignment is incorporating the Advocacy Book to develop a plan to advocacy the product innovation and achieve the company goals.

Each team should hand in no more than 10-page report.

Make a Pitch Presentation on PPT

VI. Course calendar

| WEEK | TOPICS | ASSIGNMENTS |
|--|---|---|
| <p>1°</p> <p>August 20th to 25th</p> | <p>Introduction to the course:</p> <p>Introduction to the importance and influence of stakeholders and innovation ecosystems</p> <p>Class Visit to FabLab & Innova ESAN</p> | <p>The student should read Chapter 1 to 3 and Reflection of Part 1 of the book: The Wide Lens (Ron Adner)</p> |
| <p>2°</p> <p>August 27th to September 1st</p> | <p>Seeing the Ecosystem</p> <p>Risk Analysis</p> | |
| <p>3°</p> <p>September 3rd to 8th</p> | <p>Roles and relationships</p> <p>The Value Blueprint Model</p> | <p><u>Individual Assignment #1 due</u></p> <p>Turn in your assignment on class.</p> <p>Each student should read:</p> <ul style="list-style-type: none"> - Chapter 4 & 5 of the book The Wide Lens (Rod Adner) |
| <p>4°</p> <p>September 10th to 15th</p> | <p>The Five Forces Analysis</p> | <p>Each student should read</p> <ul style="list-style-type: none"> - The Five Forces that Shape Strategy (Michael E. Porter) - The Judo Strategy |
| <p>5°</p> <p>September 17th to 22nd</p> | <p>Choosing your Position: Exercise The Judo Strategy</p> | |
| <p>6°</p> <p>September 24th to 29th</p> | <p>The Swot Analysis and Competitive Advantage</p> | <p>Each student should read:</p> <ul style="list-style-type: none"> - Competitive advantage and internal organizational assesment (W.Jack Duncan Peter M. Ginter and Linda E.Swayne) |
| <p>7°</p> <p>October 1st to 06th</p> | <p>The First-mover Matrix</p> <p>Changing the Game</p> | <p>The student should read</p> <ul style="list-style-type: none"> - Chapter 6 and 7 of the book: The Wide Lens (Ron Adner) |
| <p>8°</p> <p>October 8th to 13th</p> | <p>MID-TERM EXAM</p> | |

| | | |
|---|--|--|
| <p>9° October 15th to 20th</p> | <p>Advocacy & Components of Advocacy Communicate Clearly</p> | <p>Individual Assignment #2 due: Robin Hood Turn in your assignment on class. Each student should read: -Chapter 1,3 and 3 of the Book Advocacy (John A.Daly)</p> |
| <p>10° October 22nd to 27th</p> | <p>Building Credibility and Affinity</p> | <p>Each student should read: -Chapter 4 of the Book Advocacy (John A.Daly)</p> |
| <p>11° October 29th to November 3rd</p> | <p>Creating Partnerships</p> | <p>Each student should read: -Chapter 5 and 8 of the Book Advocacy (John A.Daly)</p> |
| <p>12° November 5th to 10th</p> | <p>Pre-Sell your Idea</p> | <p>Each student should read: -Chapter 6 and 7 of the Book Advocacy (John A.Daly)</p> |
| <p>13° November 12th to 17th</p> | <p>Influence Stakeholders</p> | <p>Each student should read: -Chapter 9,10 and 11 of the Book Advocacy (John A.Daly)</p> |
| <p>14° November 19th to 24th</p> | <p>Exercise on class</p> | |
| <p>15° November 26th to December 1st</p> | <p>PITCH Team Assignment Presentations</p> | <p>Team Assignment: Turn in your assignment on class.</p> |
| <p>16° December 3rd to 8th</p> | <p>FINAL EXAM</p> | |

VII. Textbook

- The Wide Lens (2012) What Successful Innovators See Than Other Miss. *Ron Adner, New York.*
- Advocacy (2011) Championing Ideas and Influencing Others. John A. Daly, Yale University.

VIII. Professor

Karen J. Montjoy
kmontjoy@esan.edu.pe