Module code	BUS614		Level	6
Module title	Disruptive Strategies and Models		Credit value	20
Common/Core/ Elective	Core		ECTS Credits	10
			Notional learning hours	200
Courses on which the module is taught	BA (Hons) Business and Entrepreneurship BA (Hons) Business and Management BA (Hons) Business and Finance BA (Hons) Business and Marketing BA (Hons) Business and Luxury Brand Management BA (Hons) Business and Sustainability BA (Hons) International Business BSc (Hons) Business, Technology and Entrepreneurship		Teaching Period	Autumn

1. Module description

In an increasingly connected and turbulent world, it is essential for organisations to be able to respond to change strategically.

Strategy is about helping organisations understand what is going on both outside and inside the organisation, where they want to be in the future and how they get there. Organisations evolve business models that optimise the needs of current customers, balancing resources and capabilities with market demands. However, this can overlook the impact of potential new technologies and approaches. Today, disruptive technologies (for example blockchain and nanotechnology) are fundamentally challenging the business models within many industries.

In this module, you will explore how organisations can harness technologies to disrupt and create new business models. You'll develop the confidence to think strategically, distil the frenzy and identify new and profitable opportunities. It will expose you to the latest strategic approaches so you can think more creatively, innovate and adapt by considering how businesses can create, capture value and disrupt.

2. Learning outcomes

Upon successful completion of this module you will be able to:

Innovation (MLO 02)
Create and implement evidence-based value propositions combining intellectual curiosity and creativity

Decision-making (MLO 04)
Formulate informed decisions using critical and reflexive thinking

Digital Data and Tools (MLO 06)
Appraise and utilise digital tools and data in a strategic context

Discipline Skills (MLO 08)
Combine and employ a wide range of strategic knowledge, techniques and tools for practical purposes

3. Learning and teaching methods

This module incorporates a variety of educational methods including group activities, group discussions, mini-case studies and workshop activities to enable you to analyse, evaluate, organise, and communicate macro- and micro-environmental situational analysis and business models. You will broadly be able to choose which sector to analyse subject to two constraints – you may not choose one of the selected "off-limit" sectors, and only one team per seminar group can choose a particular sector.

Learning hours	
Directed learning	**48 hours**
Workshops/ classes	48
Guided/Self-guided learning	**152 hours**
Total	200

4. Assessment, formative feedback and relative weightings

Assessment 1 – Report (Group Assessment)
Weight (%): 60%
Word Count or Equivalent: 2,000 words

You need to produce a business model analysis report by analysing a sector and constructing a business model for a new entrant that could seek to enter this sector and disrupt it. This will require you to conduct a situational analysis of the existing sector and relevant competition (macro- and micro-environmental analysis), then define a business model suitable for a new entrant seeking to disrupt the sector. You should outline 3 strategic options that should be considered by this potential new entrant.

Assessment 2 – Report
Weight (%): 40%
Word Count or Equivalent: 1,000 words

You are required to submit an implementation plan report building on the group analysis conducted for Assessment 1 in which you evaluate the strategic options suggested there (using Suitability, Feasibility and Acceptability criteria or equivalent) and outline how you would implement your preferred option(s) in terms of how you would marshal the needed resources and competencies to deliver the new business model.

Each summative assessment will be preceded by an opportunity of formative assessment and followed by formative feedback for such opportunity.

Assessment tasks	MLO2	MLO4	MLO6	MLO8
Group Report	X		X	X
Individual Report		X		X

5. Indicative resources

Whittington, R., Regnér, P., Angwin, D. et al. (2020) *Fundamentals of Strategy*, Pearson, 5th Edition

Berkemeyer N. (2016) *Competing with Disruptive Business Models in Traditional Industries. Conceptualisation of a Strategic Framework Paperback* GRIN publishing

Osterwalder, A. and Pigneur, Y. (2010) *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* Wiley

Osterwalder, A., Pigneur, Y., Bernarda, G. et al. (2014) *Value Proposition Design: How to Create Products and Services Customers Want* Wiley

Kim, W.C. and Mauborgne, R.A. (2015). *Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition*. Irrelevant Harvard Business Review Press