

## **Course Details:**

**Course Title:** Disruptive Technologies, Platforms and Sharing Economy  
**Course Code:** MGT-822  
**Program:** MBA2k23

**Credit Hours:** 3  
**Pre-requisite:** (N/A)  
**Sections:** N/A

## **Course Description:**

We live in an era where technology-enabled innovations and disruptions are rapidly changing the landscape of business and management. There is a need that our business graduates should be armed with the required skills and knowledge to understand the nature of digital disruption; how it is affecting the business; and how it should be managed to tap its potential. This course aims to provide fundamental understanding of disruptive technologies, disruptive innovations, and digital platforms. The course will introduce business students with recent technology trends, such as Cloud Computing, Big Data, Blockchain, Internet of Things (IoT) and Virtual Reality etc. and enhance their understanding of how these technologies are influencing contemporary businesses.

Facebook, Google, Amazon, Paypal and Uber are few examples of cutting-edge digital companies that have disrupted the traditional markets after their launched. These are built on digital platforms and called two-sided markets. This course unpacks recent platform revolutions to explore their designing, marketing, monetizing, and strategy elements. It will help students to understand technology-oriented markets and business models (platforms) that are revolutionizing the traditional way of doing business.

The revolution of platforms generates a digital business model based on crowd-based capitalism which enables resource sharing between consumers and producers through web-enabled platforms and mobile apps. There exist many buzz words to explain this recent phenomenon (e.g. gig economy, peer-to-peer exchange, on-demand economy), but sharing economy is a widely accepted notion used by business academics and practitioners. The few famous examples of sharing economy platforms are Uber, AirBnB, Upwork, Lyft etc, which are transforming traditional transport, personal services, and accommodation industries.

This course also familiarizes business graduates with sharing economy phenomenon and its impacts on economies, traditional structure, businesses, and consumers. It also provides an understanding of existing drivers, challenges, and opportunities that sharing economy presents and its implications for business.

## **Course Learning Outcomes:**

Upon successful completion of the course, students should be able to:

**CLO1.** Examine the concepts of disruptive innovation and recent technological trends and their implications for businesses.

**CLO2.** Evaluate alternatives to effectively design, monetize, market and govern digital platform-based businesses.

**CLO3.** Prepare oral presentations to effectively communicate knowledge of the field.  
**CLO 4.** Compose well-structured and professional reports to convey their perspective.

### **Program Goals & Learning Objectives:**

#### **Goal 1: Students will be capable of critical thinking**

LO 1.1: Students will be able to solve problems with the application of business knowledge.

LO 1.2: Students will be able to evaluate competing decision criteria and alternatives

#### **Goal 2: Students will demonstrate leadership skills**

LO 2.1: Students will be able to develop the ability to lead and manage in teams

LO 2.2: Students will be able to make sound decisions

#### **Goal 3: Students will learn to communicate effectively**

LO 3.1: Students will be able to communicate effectively in oral presentations

LO 3.2: Student will be able to create professional reports

#### **Goal 4: Students will deal with the ethical dilemmas that arise in a business environment**

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation

LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives

### **Mapping - CLOs with LOs**

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1	●									Exams Case studies
CLO 2		●								Case Study, Quiz Exams
CLO 3					✓					Presentation
CLO 4						●				Project Report

**Legend:** ✓ indicates mapped and assessed CLO, ● mapped but not assessed and x unmapped CLO.

### **Required Course Material:**

#### **Textbook (s):**

There is no single textbook to follow in this course. The students need to consult different chapters of the books and articles. The additional reading will be uploaded on LMS.

#### **Reference Book (s):**

- Lucas, H. C., Jr. (2012) The Search for Survival: Lessons from Disruptive Technologies. Santa Barbara, CA., Praeger.
- Evans, D.S. and Schmalensee, R., 2016. Matchmakers: The new economics of multisided platforms. Harvard Business Review Press.
- Sundararajan, A., 2016. The Sharing Economy: The End of Employment and the Rise of Crowd-based Capitalism. MIT Press.

- Parker, G.G., Van Alstyne, M.W. and Choudary, S.P., 2016. Platform Revolution. How Networked Markets are Transforming the Economy and How to Make them Work for you.
- Onder I, Acikgoz F, editors. Blockchain for Tourism and Hospitality Industries. Taylor & Francis; 2023 Dec 7.

### **Other Material:**

I will upload the relevant articles and case studies on LMS.

Christensen, C.M., McDonald, R., Altman, E.J. and Palmer, J.E., 2018. Disruptive innovation: An intellectual history and directions for future research. Journal of management studies, 55(7), pp.1043-1078.

Frizzo-Barker, J., Chow-White, P.A., Adams, P.R., Mentanko, J., Ha, D. and Green, S., 2020. Blockchain as a disruptive technology for business: A systematic review. International Journal of Information Management, 51, p.102029.

Evans, G.L., 2017. Disruptive technology and the board: The tip of the iceberg. Economics and Business Review, 3(1), pp.205-223.

### **Course Evaluation:**

Grading will be done as per NBS criteria. The breakup is as follows:

End Semester Exam	30%
Mid Semester Exam	25%
Blog Post and Presentation	10%
Final Project	15% (Report 10%, Final Presentation and Discussion 5 %)
Quizzes	10%
Case Studies and Class Participation	10%

### **Weekly Schedule:**

Week	Lecture No. and Topic	Preparation Material	Related CLOs
1	<b>Disruptive Innovation/Technology</b> <ul style="list-style-type: none"> <li>• Disruptive Innovation and Disruptive Technology recap</li> <li>• Principles of disruptive technology (Mckinsey)</li> <li>• The survival processes.</li> <li>• Fourth Industrial Revolution</li> </ul>	<b>Case Discussion</b> Tesla Motors: Disrupting the Auto Industry? <b>Reading</b> Chapter 1 of Lucas (2012), Mckinsey's report and articles	(CLO #1)
2	<b>Managing Digital Disruption</b> <ul style="list-style-type: none"> <li>• How to manage digital disruption</li> <li>• General guidelines</li> <li>• Single company verses an industry</li> </ul>	<b>Class Activity</b> Round table discussion/group presentations of disrupted firms and industries cases 1- Digital photography: Kodak misses its moment	(CLO #1)

		2- Print media: The big technological disruption (Amazon Kindle, ebooks) 3- Blockbuster vs. Netflix: Digital trumps physical  <b>Reading</b> Chapter 2,4,6,7 of Lucas (2012)	
3	<b>Emerging Disruptive Technologies Trends</b> Introduction to (IoT)	<b>Reading</b> Articles from the provided reading lists	(CLO#1)
4	<b>Emerging Disruptive Technologies Trends</b> Artificial Intelligence/ Big Data Analytics for Business	<b>Reading</b> Data Analytics: From Bias to Better Decisions	(CLO#1)
5	<b>Emerging Disruptive Technologies Trends</b> <ul style="list-style-type: none"> <li>Introduction to Blockchain</li> </ul>	Cryptocurrencies and digital asset management Bitcoin: The future of digital payment  <b>Quiz 1</b>	(CLO# 1)
6	<b>Case Discussion</b> <b>Beef Chain:</b> Blockchain and the Dynamics of Traceability, Quality and Value Capture in the Beef Industry		(CLO#1)
7	<b>Case Discussion</b> Blockchain-based innovations – NFTs, Web3.0, Metaverse) Introduction of Metaverse Nike Tiptoeing into Metaverse or Meta: Facebook's Pivot to the Metaverse. A Path to Dystopia or Blue Ocean Utopia?		(CLO#1)
8	Students' blogs presentation and discussion		(CLO#3)
9	<b><u>MID-SEMESTER EXAM</u></b>		
10	<b>Platform Revolution</b> <ul style="list-style-type: none"> <li>What is platform revolution and how will you respond?</li> <li>Network effects</li> <li>Two-sided markets/network effects</li> <li>Designing a platform</li> </ul>	<b>Activity</b> Class discussion on various platforms Google, LinkedIn, Daraz.pk, Facebook  <b>Reading</b> Chapter 1, 2, 3, of Parker et al. (2016) Chapter 3 of Sundararajan (2017)	(CLO#2)
11	<b>Platforms Launching and Monetizing</b> <ul style="list-style-type: none"> <li>How platforms conquer and transform traditional industries</li> <li>Impact of platform disruption on value creation, value consumption, and</li> </ul>	<b>Case study</b> Amazon Inc.  <b>Reading</b> Chapter 4, 5, 6 of Parker et al. (2016) <b>Quiz 2</b>	(CLO#2)

	quality control <ul style="list-style-type: none"> <li>• Launching a successful platform</li> <li>• Marketing and viral growth of platforms</li> </ul> Ways to monetize a platform		
12	<b>Sharing Economy and its Impacts</b> <ul style="list-style-type: none"> <li>• What is a sharing economy?</li> <li>• The shifting landscape of regulation and consumer protection</li> </ul>	<b>Case Study Discussion</b> AirBnB: Business model development and future challenges/ Uber: Changing the way, the world move The quest of legitimacy in digital disruption: The case of Uber	(CLO#2)
13	<b>Platforms Governance and Metrics</b> <ul style="list-style-type: none"> <li>• Governing a platform (Policies to increase value and enhanced growth)</li> <li>• How can platform managers measure what really matters? (Metrics)</li> </ul>	<b>Reading</b> Chapter 8 and 9 of Parker et al. (2016)	(CLO#2)
14	<b>Platforms Strategy and Policies</b> <ul style="list-style-type: none"> <li>• Strategy: how platform change competition</li> <li>• Policies to increase value and enhance growth.</li> <li>• How platforms should and should not be regulated.</li> </ul>	<b>Case study</b> eBay, Inc. and Amazon.com  <b>Reading</b> Chapter 10 and 11 of Parker et al. (2016) <b>Project Report Submission Deadline</b>	(CLO#2, CLO#4)
15	<b>Case Study Discussion</b>  Facebook: Managing User-Generated Content Facebook, Cambridge Analytica, and the (Uncertain) Future of Online Privacy Group presentations of case study analysis <b>Quiz 3</b>		(CLO#2)
16	Project Final Presentations		(CLO#3)
17	<b>BUFFER WEEK</b>		
18	<b><u>END SEMESTER EXAM</u></b>		