

**Module:** Institutional Change and Entrepreneurship

**Academic year:** 2023-2024

**Credits:** 1 ECTS

**Lecturer:** Dr Ebru Susur

**Institution:** UPM

**Period:** from March 4<sup>th</sup> to May 6<sup>th</sup>, 2024

**Description:** In this module, institutional change will be explored focusing on agency, resources, and opportunity dimensions of institutional entrepreneurship to build students' entrepreneurial capacity further from a systems perspective. Discussing the complex constellations of the actors involved in institutional change, students will be able to identify different types of entrepreneurial actors including governmental organizations, universities, research centers, non-profit organizations, incumbents, and emerging businesses. Agency refers to the motivation and the creativity that drive different actors to break away from the traditional patterns of behavior. These actors need cognitive, social, and material resources to buffer the risk when imposing institutional changes on the societal systems. And mobilization of these resources can be done through adopting a systems perspective considering the dynamics surrounding the actors' interactions. Finally, actors need to identify, discover, or create market opportunities to increase the likelihood that new goods, services, infrastructures will diffuse and be adopted by the customers, clients, and users. This also requires gaining access to power and lobbying within the socio-political system to legitimize the novelties which threaten the established norms and practices embedded in the existing systems. As each actor has a different individual identity, the entrepreneurial traits and activities also change from one to another. Students will try to reflect on their personal and entrepreneurial identity characteristics and link them to the overall institutional change framework which will be established throughout the module.

**Entrepreneurial areas and competencies:**

Areas	Entrepreneurship Competences	Level of acquisition (C1, C2 or C3)	Category of competences	Evaluation / Competence assessment method
1. Ideas and opportunities	1.1 Spotting opportunities	C3	Analyzing	<p><b>Technique:</b> Deliverable 1- Concept maps; Deliverable 2- Article summaries; Deliverable 4- Digital transformation analysis/Final group project and presentations</p> <p><b>Theme:</b> Sessions and readings on lessons: 1-innovation and entrepreneurship, 2-institutions, 3-institutional change, 4- institutional entrepreneurship, 5-agency, 7-opportunities, and 8-diffusion of innovation.</p> <p><b>Learning outcome:</b> Concept maps, article summaries and final project presentations to explain opportunities to respond to challenges and create value for others.</p>
	1.2 Creativity	C2	Applying	<p><b>Technique:</b> Deliverable 1- Concept maps; 4- Digital transformation analysis / Final group project and presentations</p> <p><b>Theme:</b> Sessions and readings on lessons: 1- innovation and entrepreneurship, 3-institutional change, 4- institutional entrepreneurship, 5-agency, and 9-transformative change.</p> <p><b>Learning outcome:</b> Concept maps and final project presentations to present multiple ideas to create value for others.</p>
	1.3 Vision	C3	Analyzing	<p><b>Technique:</b> Deliverable 1- Concept maps; Deliverable 2- Article summaries; 4- Digital transformation analysis / Final group project and presentations</p> <p><b>Theme:</b> Sessions and readings on lessons: 1- innovation and entrepreneurship, 3-institutional change, 4-institutional entrepreneurship, and 8-diffusion of innovation.</p> <p><b>Learning outcome:</b></p>

				Concept maps, article summaries and final project presentations to explain how to build an inspiring vision that engage others in transformations of different industries.
	1.4 Valuing ideas	C2	Applying	<p><b>Technique:</b> Deliverable 1- Concept maps; 4- Digital transformation analysis - Final group project and presentations.</p> <p><b>Theme:</b> Sessions and readings on lessons: 1- innovation and entrepreneurship, 3-institutional change, 4-institutional entrepreneurship, and 8- diffusion of innovation.</p> <p><b>Learning outcome:</b> Concept maps and final project presentations to explain different ideas in different ways contribute to transformative innovation in focal industrial sectors.</p>
	1.5 Ethical and sustainable thinking	C1	Understanding	<p><b>Technique:</b> Deliverable 1- Concept maps; Deliverable 2- Article summaries; 4- Digital transformation analysis / Final group project and presentations.</p> <p><b>Theme:</b> Sessions and readings on lessons: 1-innovation and entrepreneurship, 3-institutional change, and 9-transformative change.</p> <p><b>Learning outcome:</b> Concept maps and final project presentations to explain technology-related decisions driven by sustainability.</p>
2. Resources	2.1 Self-awareness and self-efficacy	C3	Analyzing	<p><b>Technique:</b> Deliverable 3- Entrepreneurial identity reflection</p> <p><b>Theme:</b> Sessions and readings on lessons: 10-entrepreneurial identity.</p> <p><b>Learning outcome:</b> A short essay on own's strengths and weaknesses related to entrepreneurship through working on related deliverables.</p>

	2.3 Mobilizing resources	C3	Analyzing	<p><b>Technique:</b> Deliverable 1- Concept maps; Deliverable 2- Article summaries; 4- Digital transformation analysis / Final group project and presentations.</p> <p><b>Theme:</b> Sessions and readings on lessons: 1- innovation and entrepreneurship, 2-institutions, 3-institutional change, 4- institutional entrepreneurship, 5-agency, and 6-resources.</p> <p><b>Learning outcome:</b> Concept maps, article summaries and final project presentations to explain the importance of defining strategies to mobilize both tangible and intangible resources.</p>
3. Into Action	3.2 Planning and management	C2	Applying	<p><b>Technique:</b> 4- Digital transformation analysis / Final group project and presentations.</p> <p><b>Theme:</b> Opening and closing sessions, and asynchronous ongoing group work throughout the module.</p> <p><b>Learning outcome:</b> Final project presentation which is the final deliverable of the module. This requires planning and management throughout the module.</p>
	3.4 Working with others	C2	Applying	<p><b>Technique:</b> 4- Digital transformation analysis - Final group project and presentations</p> <p><b>Theme:</b> Opening and closing sessions, and asynchronous ongoing group work throughout the module.</p> <p><b>Learning outcome:</b> Final project presentation which requires to work together with a wide range of individuals to achieve the final deliverable of the module.</p>

**Module delivery:**

Delivery	Activity (in chronological order)	Hours	Dates and time	Content and materials
Asynchronous	<p><u>Individual student work: 2 hours.</u> Tasks:</p> <ul style="list-style-type: none"> <li>• Read the lesson slides</li> <li>• Watch the lecturer's explanatory videos</li> <li>• Break the content delivered in the lectures into its conceptual dimensions, map the concepts, provide their definitions, and indicate/describe the relationships between them in project groups</li> </ul> <p><u>Assignment 1: 2 hours.</u> Tasks:</p> <ul style="list-style-type: none"> <li>• Prepare the concept maps in project groups</li> <li>• Deliverable 1: Concept maps</li> </ul>	4	-	<p>Videos and slides of:</p> <ul style="list-style-type: none"> <li>• Lesson 1: Innovation and entrepreneurship</li> <li>• Lesson 2: Institutions</li> <li>• Lesson 3: Institutional change</li> <li>• Lesson 4: Institutional entrepreneurship</li> <li>• Lesson 5: Agency</li> <li>• Lesson 6: Resources</li> <li>• Lesson 7: Opportunities</li> <li>• Lesson 8: Diffusion of innovation</li> <li>• Lesson 9: Transformative change</li> <li>• Lesson 10: Entrepreneurial identity</li> </ul>
	<p><u>Individual student work: 4 hours.</u> Tasks:</p> <ul style="list-style-type: none"> <li>• Read the assigned articles.</li> <li>• Write summaries of each article individually in terms of the main idea and significant details (around 500 words for each article)</li> </ul> <p><u>Assignment 2: 2 hours.</u> Tasks:</p> <ul style="list-style-type: none"> <li>• Summarize the assigned articles</li> <li>• Deliverable 2: Article summaries</li> </ul>	6	-	Assigned articles related to institutional change and entrepreneurship.
	<p><u>Individual student work: 1 hour.</u> Tasks:</p> <ul style="list-style-type: none"> <li>• Watch the lecturer's related explanatory videos</li> <li>• Take the Big-5 personality test</li> <li>• Reflect on your entrepreneurial identity individually.</li> <li>• Write a short essay on your own strengths and weaknesses as you relate to</li> </ul>	1.5	-	<p>Videos and slides of Lesson 10: Entrepreneurial identity Discover who you are: Personality traits related to entrepreneurship, entrepreneurial identity.</p>

	<p><i>entrepreneurship (around 200 words).</i></p> <p><u>Assignment 3: 0.5 hour.</u> Tasks:</p> <ul style="list-style-type: none"> <li>• <i>Post your reflections related to your entrepreneurial identity on the discussion forum</i></li> <li>• <i>Deliverable 3: Entrepreneurial identity reflection</i></li> </ul>			
	<p><u>Individual student work: 2 hours.</u></p> <p>Tasks:</p> <ul style="list-style-type: none"> <li>• <i>Watch the lecturer's explanatory videos</i></li> <li>• <i>Read one own's summaries of the assigned articles</i></li> <li>• <i>Go through one's own reflections on their entrepreneurial identity</i></li> <li>• <i>Choosing and examining an industry through perspectives covered in the course and present how digital transformation unfolds in this particular industry (12-15 minutes/ group + slide desk).</i></li> </ul> <p><u>Assignment 4: 2.5 hours.</u> Tasks:</p> <ul style="list-style-type: none"> <li>• <i>Create the final presentation in project groups.</i></li> <li>• <i>Deliverable 4: Digital transformation analysis / Final group project and presentations</i></li> </ul>	4.5	-	Final project and presentation in groups: Analysis of information and presentation preparation.
<b>Synchronous</b>	<i>Opening session videoconference</i>	1.5	March 4 <sup>th</sup> from 17:00 to 18:30	Opening session – welcome to the course and description of activities to carry out during the course.
	<i>Closing session videoconference and Presentation of the reports</i>	2.5	May 6 <sup>th</sup> from 17:00 to 19:30	Closing session – student presentations and wrap up of the course.

**Total 25 hours (1 ECTS)**

**Number of hours in ASYNC delivery: 16 hours**

**Number of hours in SYNC delivery: 4 hours**

<b>European values</b>	<b>Covered in 2<sup>nd</sup> interaction (select the European values included in your micro-course)</b>	<b>How will be European values covered (describe how the European Values will be used/discussed/etc.)</b>
<b>Human dignity</b>	-	-
<b>Freedom</b>	-	-
<b>Democracy</b>	-	-
<b>Equality</b>	-	-
<b>Rule of law</b>	X	Students must ensure that the technologies analyzed/used in their projects comply with laws and regulations in the focal contexts. This will be taken it into account in the topics/sessions: institutions, institutional change, and institutional entrepreneurship.”
<b>Human rights</b>	-	-