

COURSE FOCUS

Overview

This course addresses the challenges and opportunities of managing innovation. Our approach will focus on interrelated sets of activities that make up innovation—Strategy, creativity, intrapreneurship, organization and culture and processes—and the structure of the course will follow these topics. We will blend science and practice, with the intention of giving you both an understanding of the innovation process as well as developing your own ability to innovate.

Understanding and pursuing innovation: What is innovation? What makes you and others innovative? How can you become a student of innovation—learning from others and effectively managing your own efforts?

Managing innovation in and beyond organizations: You will be introduced to the concept of Innovation Governance. How do companies create effective innovation strategies and find the right environments for pursuing it? How do innovations—new products, processes, or social movements—emerge and diffuse in populations? What are the social dynamics that shape innovation and how can managers and organizations exploit these dynamics?

Developing your ability to innovate: How can you manage yourself or your group to effectively innovate? What role do power and politics play in innovation? How can you increase the likelihood of seeing new opportunities, coming up with good ideas, and seeing them through to impact?

This course will help students identify where they should focus their own efforts and provide managerial tools to improve innovation within any firm. The lessons should be applicable in any setting. In other words, managers can make any firm more innovative, not just those in technology-intensive or creative industries. The goal is to provide theories that help students critically evaluate the many misconceptions about innovation, hands-on experience in the tools and techniques of innovation, and practical lessons for managing innovation in organizations. We will also invite several speakers from Industry to give insight into their industry or firm on their innovation management approach.

WARNING

This class takes a pragmatic approach to learning. This year we'll be experimenting with a new approach to studying innovation. In addition to listening to lectures on innovation in class and practicing it outside, the course will include a number of video-taped lectures to be viewed before or during the class. Students will be asked individually or as a team (depending upon the size of the class) to follow a company and assess their innovation history, mission, strategy, organizational culture and processes that has made them successful. Each student or team will have to submit a report on the company or industry they have selected to follow. As a result, preparations for each class will require readings and taped lectures, case studies. Each class will include lectures, exercises, and group discussion. We will have several guest speakers from different industries to gain their perspective on management of innovation.

Required Texts

Hargadon, Andrew. (2003) How Breakthroughs Happen: The Surprising Truth About How Companies Innovate. Harvard Business School Press. ISBN: 1-578-51904-7

Reading packet of articles and cases + online readings

1. "How to kill creativity" Amabile, Harvard Business Review (HBR) 98501
2. "Reclaim your Creative Confidence" Kelley, (HBR) R1212K
3. "Hypothesis-driven Entrepreneurship: The Lean Startup" Eisenmann et al, (HBR) 812095
4. Gladwell, "Sure Thing" The New Yorker, 18 January 2010
5. Leonard-Barton, D. 1992. "Core capabilities and core rigidities: A paradox in managing new product development". Strategic Management Journal, 13.
6. "Power Play" Jeffrey Pfeffer Jul 01, 2010 R1007G
7. Cialdini, Robert B. 2001. "Harnessing the Science of Persuasion," Harvard Business Review October 2001, p. 72-29.HBR R0109D
8. Gladwell, Malcom. 2002, May 27th. "The Televisionary". The New Yorker.
9. Kushner, David, "Rebel Alliance" FastCompany, May 2008
10. "Design Thinking," Brown, (HBR) R0806E
11. "In Defense of Strategy as Design" Liedtke, CMR 2000

Course Overview (tentative)

Session 1, Introduction to the course and concepts of Innovation Management

Session 2, Mission, vision, values, and Innovation strategies

Session 3, Organization and culture for Innovation

Session 4, Assessing and building core capabilities

Session 5, Phase gate approach to product development

Session 6, Intrapreneurship and Innovation

Session 7, Student presentations followed by discussion

Session 8, Student presentations followed by discussion

Session 9, Student presentations followed by discussion

Session 10, Student presentations followed by discussion

Course Requirements

Individual or team assignments: Each individual or team will be select a company or industry. They will conduct in-depth research (**30% of the grade**) of that company and assess its innovation history, mission, strategy, organizational culture and processes. There will be written report (MS Word document) detailing the above aspects of the company (**30% of the grade**) and a MS PowerPoint presentation to the class (**20% of the grade**). Assignments should have your (or team members) name and assignment title at the top. The written report should be between 5-7 pages long, double line spaced, 12 font. The PowerPoint presentation should be less than 30 slides. *No late papers; all assignments due 5 days before the last class.*

Class Participation and Attendance (20%): The class discussion is an important chance to learn, so participation is taken seriously. In class you can learn from your fellow students and practice the verbal skills of communication and dialogue. I will cold call (ask you to speak even if you have not volunteered). **BE PREPARED FOR DISCUSSION EVERY CLASS.**

Be civil, courteous, and professional at all times. Disagreement is helpful when discussing a complex issue, but keep the conflict at a professional, not personal, level. Participation grades will be reduced for unprofessional comments, lack of attention, or ignoring your fellow students' comments.

Attendance: Attendance counts. Everyone gets one free absence. If you are absent from a class without an excuse (see policy below), your participation grade for the day will be zero. You need to participate actively. If you attend every class but are not engaged, your grade will be a "C". An "A" or a "B" will be earned by activity in the classroom. Given that there are unexpected and uncontrollable events in everyone's life, one class can be missed without any penalty to your grade (except the final group presentations).

Free riding and group projects For every group project your grade will also depend on your individual effort within the group. Each member of the group will be asked to evaluate every other group member anonymously on the following dimensions: attendance at group meetings, effort, meeting deadlines, and quality of work. If any student receives unsatisfactory ratings from the rest of their group their grade will be marked down accordingly.

Grading Conversions: Grades will be on percentage scale of A+ (98% and above), A (93% and above), A- (90% and above)....failing (64% and below).

Written Assignment Requirements and Format

Individual written assignments will be submitted online and length and formatting will be controlled accordingly. Any cited references or other material that is not the author's should be clearly cited in parentheses or in a reference section at the end of the text.

Accommodations for Students with Disabilities

There will be accommodations made for students with disabilities, in accord with university guide lines.