

# Innovation & Strategy

## MNGT 4382

(Elective)

Dr Hann Kim

**Class Dates:** 14-17, 19-22 July 2007  
**Payment Due:** 15 June 2007  
**No examination**

**Session 2, 2007** (A preliminary version. Subject to change)

### Course aims / objectives:

Today's world is one of rapid change. One of the major drivers of change is technological innovation, which shapes the landscape of the competitive environment and determines the fate of individual firms competing in the marketplace. This course explores some of the key issues in managing technological innovation from a general manager's perspective.

We focus on learning and applying the conceptual frameworks and skills that general managers need to develop a technology strategy as an integral part of business strategy. Recently, there has been a growing consensus that technological innovation is not just the concern of scientists, engineers and other R & D staff, but requires a much broader perspective. The eventual success, as well as the technical performance of an innovation, is a function of how well the whole process, from idea generation to commercialisation, is managed strategically at the company level. The main theme of the course is managerial, rather than technical, enabling you to identify changes in the market, fine-tune organisational processes, develop firm capabilities, and exploit new opportunities.

The course will be useful to those interested in managing a business where technology plays a critical role and to those interested in consulting or venture capital. As a course designed specifically for managers, technical expertise is not expected from students. Instead, through the cases and readings, the course will expose students to a wide spectrum of technologies and help them develop a conceptual framework to analyse technological and organisational issues.

### Assessment:

Group project:	40%
Case analysis:	40%
Class participation:	20%

#### **Group project (40%)**

**In a group of three to four**, you should identify and analyse an innovation with the concept discussed during the course, and write a short report describing the nature of innovation and the group's analysis. The report should contain no more than 1,500 words. The due date will be announced in class.

#### **Case analysis (40%)**

You should answer the questions on a case, which will be distributed at the end of the course. The due date and the details will be announced later.

#### **Class participation (20%)**

Since this course is heavily discussion-oriented, your contribution to class discussion is important to your learning and final grade. High-quality contributions are those that are clear, concise, substantive, and relevant to the current flow of discussion.

### Course details / modules:

**Day 1: Saturday, 14 July 2007 (2:00pm – 8:00pm)**

#### **Module 1: Introduction**

##### **Required Reading:**

- Uttal "The lab that ran away"
- Foster "The S-curve: A new forecasting tool"
- Utterback "Innovation and industrial evolution"

## **Module 2: Patterns of Change in Technology**

Case: Hattori-Seiko and the World Watch Industry in 1980

**Day 2: Sunday, 15 July 2007 (10:00am – 7:00pm)**

## **Module 3: Disruptive Technology I**

Required Reading:

Bower & Christensen "Disruptive technologies".  
Christensen "Patterns in the evolution of product competition".

## **Module 4: Disruptive Technology II**

Case: Disruptive Technology a Heartbeat Away: Ecton, Inc.

**Day 3: Monday, 16 July 2007 (7:00pm – 10:15pm)**

## **Module 5: Disruptive Technology III**

Case: Hewlett-Packard: The Flight of the Kittyhawk

Case: Electric Vehicle

**Day 4: Tuesday, 17 July 2007 (7:00pm – 10:15pm)**

## **Module 6: Managing Emerging Technologies**

Required Reading:

McGrath & MacMillan "Discovery-driven planning"

Case: Du Pont Kevlar<sup>®</sup> Aramid Industrial Fiber (Abridged)

**Day 5: Thursday, 19 July 2007 (7:00pm – 10:15pm)**

## **Module 7: Sources of Innovation**

Required Reading:

Hargadon and Sutton "Building an innovation factory"  
Ulwick "Turn customer input into innovation"  
Sutton "The weird rules of creativity"

Case: Innovation at 3M Corporation

**Day 6: Friday, 20 July 2007 (7:00pm – 10:15pm)**

## **Module 8: Innovation and the Value Chain**

Required Reading:

Afuah and Bahram "The hypercube of innovation"

Case: Aqualisa Quartz: Simply a Better Shower

**Day 7: Saturday, 21 July 2007 (2:00pm – 8:00pm)**

## **Module 9: Overcoming Resistance to Innovation**

Required Reading:

Pfeffer "Understanding power in organizations"

Case: Gunfire at Sea

## **Module 10: Linking Strategy and Project Portfolio**

Required Reading:

Wheelwright & Clark "Creating project plans to focus product development"  
Nonaka "Toward middle-up-down management: Accelerating information creation"

Case: Le Petit Chef

**Day 8: Sunday, 22 July 2007**

**(10:00am – 7:00pm)**

**Module 11: Managing Innovation in Action**

Case: Hospital Equipment Corporation

**Module 12: Wrap Up**

**Course materials and text/s:**

**Course Pack**

The course pack contains cases and other material that will be discussed in the lectures.

**Instructor details:**

Professor Hann Kim  
KDI School of Public Policy and Management  
207 – 43, Cheongnyangni 2-Dong  
Dongdaemun-Gu, Seoul 130-868  
KOREA

Tel: +82 10 5882 0221  
Email: hann\_kim@hotmail.com