

Innovation & Strategy
MNGT 4382
(Elective)

Dr Hann Kim

Session 3, 2008

(Preliminary version. Subject to change)

Class Dates: 30 Aug-2 Sept, 4-7 Sept

Payment Due: 1 August

No examination

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:

Day 1: Saturday, 30 August 2008

(2:00pm – 8:00pm)

Session 1: Introduction

Reading: Uttal "The lab that ran away"

Session 2: Patterns of Change in Technology

Reading: Foster "The S-curve: A new forecasting tool"
Utterback "Innovation and industrial evolution"

Session 3: Competing for the Future

Reading: Hamel "Creating the future"

Day 2: Sunday, 31 August 2008 (10:00am – 7:00pm)

Session 4: Disruptive Innovation

Reading: Bower & Christensen "Disruptive technologies".
Christensen & Overdorf "Meeting the challenge of disruptive change".
Gilbert & Bower "Disruptive change: When trying harder is part of the problem"

Day 3: Monday, 1 September 2008 (7:00pm – 10:15pm)

Session 5: Managing Disruptive Innovation in Established Firm

Case: Hewlett-Packard: The Flight of the Kittyhawk

Session 6: Electric Vehicle as a Disruptive Change

Day 4: Tuesday, 2 September 2008 (7:00pm – 10:15pm)

Session 7: Strategy for Start-Up

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

Session 8: Sources of Innovation

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

Day 5: Thursday, 4 September 2008 (7:00pm – 10:15pm)

Session 9: Open Innovation

Reading: Chesbrough "Open innovation and strategy"
Huston & Sakkab "Connect and develop"

Session 10: Creating New Business Model

Case: Zipcar: Redefining the Business Model

Day 6: Friday, 5 September 2008 (7:00pm – 10:15pm)

Session 11: Blue Ocean Strategy

Reading: Kim & Mauborgne "Blue ocean strategy"

Day 7: Saturday, 6 September 2008 (2:00pm – 8.00pm)

Session 12: Overcoming Resistance to Innovation

Reading: Pfeffer "Understanding power in organizations"
Morison "Gunfire at sea "

Session 13: Matching Strategy and Project Portfolio

Reading: Wheelwright & Clark "Creating project plans to focus product development"
Bower & Gilbert "How managers' every decisions create - or destroy - your company's strategy"

Case: Le Petit Chef

Day 8: Sunday, 7 September 2008

(10:00am – 7:00pm)

Session 14: Managing Innovation in Action

Case: Hospital Equipment Corporation

Session 15: Wrap Up

Reading: Collins "Level 5 leadership"

Course materials and text/s:

Course Pack

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

Academic honesty and plagiarism:

UNSW regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For full information regarding policies and penalties and for information to help you avoid plagiarism see: <http://www.lc.unsw.edu.au/plagiarism/index.html>

Plagiarism is the presentation of the thoughts or work of another as one's own.* Examples include:

- direct duplication of the thoughts or work of another, including by copying work, or knowingly permitting it to be copied. This includes copying material, ideas or concepts from a book, article, report or other written document (whether published or unpublished), composition, artwork, design, drawing, circuitry, computer program or software, web site, Internet, other electronic resource, or another person's assignment without appropriate acknowledgment;
- paraphrasing another person's work with very minor changes keeping the meaning, form and/or progression of ideas of the original;
- piecing together sections of the work of others into a new whole;
- presenting an assessment item as independent work when it has been produced in whole or part in collusion with other people, for example, another student or a tutor; and,
- claiming credit for a proportion a work contributed to a group assessment item that is greater than that actually contributed.†

Submitting an assessment item that has already been submitted for academic credit elsewhere may also be considered plagiarism.

The inclusion of the thoughts or work of another with attribution appropriate to the academic discipline does *not* amount to plagiarism.

Students are reminded of their Rights and Responsibilities in respect of plagiarism, as set out in the University Undergraduate and Postgraduate Handbooks, and are encouraged to seek advice from academic staff whenever necessary to ensure they avoid plagiarism in all its forms.

The Learning Centre website is the central University online resource for staff and student information on plagiarism and academic honesty. It can be located at: www.lc.unsw.edu.au/plagiarism

The Learning Centre also provides substantial educational written materials, workshops, and tutorials to aid students, for example, in:

- correct referencing practices;
- paraphrasing, summarising, essay writing, and time management;
- appropriate use of, and attribution for, a range of materials including text, images, formulae and concepts.

Individual assistance is available on request from The Learning Centre.

Students are also reminded that careful time management is an important part of study and one of the identified causes of plagiarism is poor time management. Students should allow sufficient time for research, drafting, and the proper referencing of sources in preparing all assessment items.

* Based on that proposed to the University of Newcastle by the St James Ethics Centre. Used with kind permission from the University of Newcastle
† Adapted with kind permission from the University of Melbourne.

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