3Continent Master of Global Management 2012-2013

antwerp management school

XIMB Xavier Institute of Management Bhubaneswar

FORDHAM UNIVERSITY
THE JESUIT UNIVERSITY OF NEW YORK

Graduate School of Business Administration

Innovation Management

Instructor:

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Context:

Today's firms are faced with a number of unique challenges that demand an increasing pace, volume and complexity of organizational changes. This is due to the dynamic nature of the external and internal environments of the firms. Customer preferences change fast, and competitors from unconventional industries come in to fill the new needs. Traditional industry boundaries collapse, changing the nature of competition. Innovations displace older sources of competitive advantage with new ones. Change has become increasingly discontinuous, thereby making its prediction a near impossible task. Some firms believe that the "only way to predict change is to create it". Thus, innovating rapidly and adapting to change have become the mainstays of survival in this new economy. This course is geared towards deepening the understanding of the challenges, the techniques, and the burdens associated with initiating and implementing major innovation based change in an organization.

In the United States there is a move to revive the competitive advantage of US firms through innovations in all sectors. Emerging markets have started emphasizing innovation. They feel that the growth rate that they have achieved cannot be sustained by imitation and effective production systems alone. The way innovations are structured and organized is changing. The efficient and effective management of innovations requires that these be globalized. Firms are locating their R&D centers globally and managing many parts of the innovation value chain in different countries. Partnerships in innovation have become the norm even in highly intellectual property sensitive industries such as pharmaceuticals.

Content:

This course will cover the context of innovation, the strategy of innovation and organizing for innovation and change.

Case Materials and Readings: go to:
https://cb.hbsp.harvard.edu/cbmp/access/18374768
And acquire the coursepak electronically (you may have to register with Harvard Book Store

(Very) Tentative Schedule:

March 11

Session	Title	Key concepts	Readings (in your Harvard pack)
1	Introduction to strategy and innovation	Framework for integrating innovation to strategy, defining the innovation "ecosystem"	*Match your innovation strategy to your innovation ecosystem*
2	Innovation in context	The industry context: learning about the Pharmaceutical Industry	In class handout
		Lunch break	
3	Innovation Models	Stage gate; concurrent/synchronous; External sourcing	*Innovation: A customer driven approach; User Driven Innovation*
4	Group exercise on "growth gaps" matrix	Application of growth gaps tool	Class Handout
5	Selecting an Innovation Project and Team Formation		

March 12

1	Source of ideas	Environmental scanning; technology forecasting;	*Myths about innovation; Is your company ready for open innovation*
2	Building an Innovation Strategy Process	Thinking "in the box" and "out of the box", Leadership for strategic innovation	*Mahindra and Mahindra case study*
		Lunch	
3	Design innovation and designing of innovations	The creative process; role of product design; designing creative teams	*IDEO Video; Design thinking and innovation at Apple*
4	Disruptive innovations	Creating and managing disruptions	*Putting the innovators DNA into practice; How GE is disrupting itself*
5	Social Innovations; and Project work	Conscience, concern and change	Informal discussion

March 13

1	From adaptation and imitation to innovation	Building absorptive capacity, supplier-based innovations, role of R&D, integration of dispersed innovations	*Tata Nano: The People's Car; Oral Insulin: breakthrough innovation at Biocon*

2	Leveraging innovative capabilities	Strategic Alliances, consortia, licensing in and out	*Sen, Falguni and W. G. Egelhoff, "Innovative Capabilities of a Firm and the use of Technical Alliances"; Supply chain trust: the catalyst for collaborative innovations*
Lunch			
3	Implementing innovation	Structure, strategy, process, people	*3M- Taiwan, 10 Rules for managing global innovation*
4	Leveraging hidden assets and capabilities	Bottom –up innovations	*Nokia - India*
5	Social Entrepreneurship and Innovation		

March 14

1	Innovation and the firm	Innovation portfolio, Business model innovation	*Creating value through Business model innovation; Managing your innovation portfolio*
2		Preparation for Project presentation	
Lunch			
3	Presentation by Groups		
4 and 5	Presentation and Conclusion		

A. Scan as many of the cases and articles before the program begins as possible. As you read them please think of the following questions identified below with these cases.

1. Match your innovation strategy to your innovation ecosystem.

Will you be able to develop a map of a company's innovation eco-system. What types of information would you like to have?

2. Mahindra and Mahindra case study

Identify three areas where a supplier contributed to the success of the innovation "Sactor"

3. Nano Tatology: the people's car

Much of the success of the Nano lies in the ability to coordinate a large number of supplier based innovation – what can we learn from this case about supplier based innovations?

4. Innovative Capabilities of a firm and the use of technical alliances

If one can learn most from technical alliances that supplement a firms capabilities rather than complement them then what really is the use of alliances to build innovative capabilities

5. How GE is disrupting itself

Can you identify one disruptive technology in the areas your firm or a firm you have ever worked for competes in? How will your firm respond if it becomes a reality?

B. Grading for the course (details will be discussed on the first day of class):

a. Individual paper: 30%
b. Class Participation: 30%
c. Group project: 40%

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Formulating Innovation Strategy

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Implementing Innovation strategy

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