

Andrew Hargadon, Soderquist Chair of Entrepreneurship  
UC Davis Graduate School of Management  
abhargadon@ucdavis.edu

MGT: Weds, 6:30 - 9:30 pm, 2310 Gallagher Hall  
MGB: Fridays, 2-5 + 6-9 pm, San Ramon Campus

## COURSE FOCUS

### Overview

This course addresses the challenges and opportunities of managing innovation in established firms as well as in new ventures. Our approach will focus on three interrelated sets of activities that make up the innovation process—creativity, commitment, and entrepreneurship. We will blend science and practice, with the intention of developing both an understanding of the innovation process and the ability to lead innovation wherever you find yourself. The course will address the following questions:

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: 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? How do power and politics shape innovation and how can you use them to your advantage? How can you increase the likelihood of seeing new opportunities, coming up with good ideas, and seeing them through to impact?

The lessons of this course are applicable in any setting. Whether you are a leader, manager, or individual contributor, my goal is to enable you critically evaluate opportunities for innovation, offer practical lessons for managing innovation in organizations, and give you hands-on experience in the tools and techniques of innovation.

### Required Texts

Hargadon, Andrew (2003) How Breakthroughs Happen: The Surprising Truth About How Companies Innovate. Harvard Business School Press.

Hargadon, Andrew (2015) Sustainable Innovation: Build Your Company's Capacity to Change the World. Stanford, California: Stanford University Press

Reading packet of articles and cases + online readings

### Course Requirements

- **8 weekly “memos”** applying readings to typical innovation scenarios (lowest grade dropped)
- **2-phase Final Project** (mid-term presentation and final presentation + annotated deck)
- **Class participation** (in exercises and discussions)

## COURSE REQUIREMENTS

**Individual assignments (140 points):** Eight individual writing assignments are due and based on the course readings and your critical perspective (technically, seven are due as I will drop the lowest score). These are 1-page (250-word) in length and to be printed and submitted before the start of class (see the accompanying handout for specific formatting guidelines). Assignments should have your name and assignment title at the top. Papers will be marked down a single point for exceeding word limits. NO LATE PAPERS; ALL ASSIGNMENTS ARE DUE IN HARD COPY AT THE BEGINNING OF CLASS.

**Class Participation (100 points):** 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. 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). **If you are absent from additional classes, your course grade will be reduced by one letter per absence.**

Also note that you need to participate actively. If you attend every class but are not engaged, your participation grade for that day will be a "C". An "A" or a "B" will be earned by activity in the classroom.

**Group Project A (150 points):** The experimental group project will be a chance for you to design an innovation and learn from the process for the final group project. A one paragraph up to one page description of your innovation is due at the end of Session 3. The project will be due on Session 5 of the course. Each group will develop a proposal for an innovation. These innovations should be complete and ready to implement within the next six months, not hinging on new scientific or other breakthroughs.

**Group Project AB (200 points):** The final group project will be a chance for you to improve on (or change) your innovation project based on the lessons you learned from your initial project. This will include REVISIONS to the materials presented in the first project as well as additional material based on subsequent class discussions: a more comprehensive innovation strategy recognizing the critical uncertainties and core capabilities required for success.

**Freeriding 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.

**Academic Integrity:** Academic integrity is very important. The instructor will energetically investigate any failure to follow the academic honesty standards of the University. Particularly important is the issue of misrepresentation or plagiarism. In the era of Internet information it takes discipline to document one's sources for written work. Students are reminded that they must be particularly scrupulous in this regard.

**Accommodations for Students with Disabilities:** There will be accommodations made for students with disabilities, in accord with university guidelines.

**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).

## Course Overview (tentative)

<i>class</i>	<i>assignment due (along with readings)</i>
<b>1 - Introduction</b>	(individual) short written assignment
<b>2 - Creativity</b>	(individual) short written assignment
<b>3 - Commitment</b>	(individual) short written assignment
<b>4 - Entrepreneurship</b>	(individual) short written assignment
<b>5 - First Project Presentations</b>	(group) Initial Project Presentation
<b>6 - Innovation Strategy</b>	(individual) short written assignment
<b>7 - Innovation &amp; Sustainability</b>	(individual) short written assignment
<b>8 - Power, Politics, Policy &amp; Innovation</b>	(individual) short written assignment
<b>9 - TBD (Design and Diffusion)</b>	(individual) short written assignment
<b>10 - Final Project Presentations</b>	(group) Final Project Presentation

## Course Schedule

class	assignment(s) due*
<b>1. Introduction</b>	
pre-work:	<b><i>How Breakthroughs Happen (HBH), Chapters 1 &amp; 2</i></b>
Assignment:	<b>Individual Writing Assignment</b> (see assignment handout)
<b>2. Creativity</b>	
pre-work:	<p><b>“Reclaim your Creative Confidence”</b> Kelley, HBR (coursepack)</p> <p><b>“Design Thinking,”</b> Brown, HBR (coursepack)</p> <p>Review <b>Course Project Handout</b></p> <p>online readings:</p> <p><b>“Be Good”</b> Paul Graham (<a href="http://www.paulgraham.com/good.html">http://www.paulgraham.com/good.html</a>)</p> <p><b>“Other People’s Problems”</b> Andrew Hargadon (<a href="http://andrewhargadon.com/2015/08/other-peoples-problems/">http://andrewhargadon.com/2015/08/other-peoples-problems/</a>)</p> <p>Review the following online resources:</p> <p>Review the proposed <b>U.N. Millenium Development Goals</b> (<a href="https://en.wikipedia.org/wiki/Millennium_Development_Goals">https://en.wikipedia.org/wiki/Millennium_Development_Goals</a>)</p> <p>Skim <b>Copenhagen Consensus 2012</b> (review the 2012 challenges) (<a href="https://en.wikipedia.org/wiki/Copenhagen_Consensus">https://en.wikipedia.org/wiki/Copenhagen_Consensus</a>) and <b>Johan Rockstrom, “A safe operating space for humanity”</b>(<a href="http://steadys-tate.org/wp-content/uploads/2009/12/Rockstrom_Nature_Boundaries.pdf">http://steadys-tate.org/wp-content/uploads/2009/12/Rockstrom_Nature_Boundaries.pdf</a>)(see Rockstrom’s TED talk)</p>
Assignment:	<b>Creativity Writing Assignment</b> (see assignment handout)
<b>3. Commitment</b>	
pre-work:	<p><b>“Sure Thing”</b> Gladwell, New Yorker (coursepack)</p> <p><b>“Hypothesis-driven Entrepreneurship”</b> Eisenmann, HBR (coursepack)</p> <p>Review <b>Business Model Canvas &amp; Pitch Deck Template</b></p>
Assignment:	<p><b>Commitment Writing Assignment</b> (see assignment handout)</p> <p>Submit your <b>team's focal problem</b> for First Project (group online submission)</p>
<b>4. Entrepreneurship</b>	

pre-work:	<b>HBH, Chapters 3 - 5</b>  online readings:  <b>“Networks and the Nature of the Firm”</b> Tim O’Reilly ( <a href="https://medium.com/the-wtf-economy/networks-and-the-nature-of-the-firm-28790b6afdcc">https://medium.com/the-wtf-economy/networks-and-the-nature-of-the-firm-28790b6afdcc</a> )
Assignment:	<b>Entrepreneurship Writing Assignment</b> (see assignment handout)
<b>5. 1st Project Presentations</b>	
pre-work:	Review <b>Evaluation Criteria for Projects</b> (available online)
Assignment:	Submit <b>First Innovation Project</b> presentation (in .pdf format) <i>See handout for instructions of what to submit and present.</i>
<b>6. Innovation Strategy</b>	
pre-work:	<b><i>Sustainable Innovation</i>, Chapters 1-3</b>  <b>“Build an Innovation Engine in 90 days”</b> Anthony, HBR (coursepack)
Assignment:	<b>Innovation Strategy Writing Assignment</b> (see assignment handout)
<b>7. Innovation &amp; Sustainability; The Diffusion of Innovations</b>	
pre-work:	<b><i>Sustainable Innovation</i>, Chapters X-X</b>  <b>“Diffusion of Innovations,”</b> Hargadon (available online)
Assignment:	<b>Sustainability Writing Assignment</b> (see assignment handout)
<b>8. Power, Politics, Policy &amp; Innovation</b>	
pre-work:	<b>“On Power”</b> Pfeffer, HBR (coursepack)  <b>“Harnessing...Persuasion”</b> Cialdini, HBR (coursepack)  <b><i>Sustainable Innovation</i>, Chapter 5 “Managing Science &amp; Policy”</b>
Assignment:	<b>Power, Politics, and Policy Writing Assignment</b> (see assignment handout)
<b>9. TBD</b>	
pre-work:	

Assignment:	<b>TBD Assignment</b> (individual online submission)
<b>10. Final Project Presentations</b>	
	<b>Final Project Presentations</b> (submit .pdf of presentation in advance)