

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

MGT: Thursday, 6-9pm, room 2205 Education Building, Sacramento
MGB: Fridays, 2-5 + 6-9 pm, San Ramon Campus

COURSE FOCUS

Overview

This course addresses the challenges and opportunities of managing innovation in both established firms and 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 theory and practice, with the intention of developing a solid understanding of the innovation process, and ability to critically evaluate innovation theories, 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 business models—emerge and diffuse? 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're a leader, manager, or individual contributor, my goal is to enable you critically evaluate opportunities for innovation, effectively 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

- **6 weekly memos** that apply to the reading and topics (the first submission is not graded)
- **2-phase Group Project** (mid-term and final presentations + submitted annotated decks)
- **1 interim presentation** based on one aspect of your Team Project (in consultation with me)
- **Class participation** (in exercises and discussions)

COURSE REQUIREMENTS

Individual assignments (20 points each, total: 100 points):

Six individual writing assignments are due throughout the term. The first is not graded. These are based on the course readings and your critical perspective. These are 1-page (typically 250-words in length) and to be submitted before the start of class (see the handout for specific formatting guidelines). Papers will be marked down a single point for not following the format. **ALL PAPERS ARE DUE BEFORE THE CLASS FOR WHICH THEY'RE ASSIGNED.**

Class Participation (50 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 or lack of attention.

Group Project A (150 points):

The first 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 first project is due on Session 7.** Each group will develop a pitch for an innovation (see project assignment for details).

Group Project (A+)B (200 points):

The final group project will build on, improve, and/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 plus new material based on subsequent class discussions.

Interim Group Project presentation (50 points):

Each class will include a presentation from one of the project teams. This presentation will involve one aspect of their “innovation” project and will be a chance the class to understand and evaluate this aspect of the final project and presentation. **A one paragraph up to one page description of your innovation is due at the end of Session 4.**

Attendance:

Attendance counts. Given that there are unexpected and uncontrollable events in everyone's life, one class (10% of the total classes) 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”. If you attend class are distracted by your computer or other devices, your participate grade for that day will be a “C”.** An “A” or a “B” will be earned by activity in the classroom.

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. Students receives unsatisfactory peer ratings 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

SAC	BA	class	assignment due (along with readings)
9/22	9/30	1 - Introduction	Individual: short written assignment
9/29	9/30	2 - Creativity I	Individual: short written assignment
10/6	10/14	3 - Creativity II	
10/13	10/15	4 - Commitment	Individual: short written assignment Team: focal problem and proposed venture
10/20	10/28	5 - Entrepreneurship I	Individual: short written assignment
10/27	10/28	6 - Entrepreneurship II	
11/3	11/11	7. Project 1 Presentations	Team: Initial Project Presentation
11/10	11/11	8 - Innovation Strategy	Individual: short written assignment
11/17	12/2	9 - Innovation &	Individual: short written assignment
12/1	12/2	10. Project 2 Presentations	Team: Final Project Presentation

Course Schedule

<i>class</i>	<i>assignment(s) due*</i>
1. Introduction	
pre-work:	<p><i>How Breakthroughs Happen (HBH), Chapters 1 & 2</i></p> <p>online readings:</p> <p>“Greatest innovation era ever...” (NYT website)</p>
Assignment:	Writing Assignment: Innovation Objectives (see assignment in Canvas)
2. Creativity, I	
pre-work:	<p>How Breakthroughs Happen, Chapters 3-5</p> <p>“Reclaim your Creative Confidence” Kelley, HBR (coursepack)</p> <p>online readings:</p> <p>“Other People’s Problems” Medium, Andrew Hargadon</p> <p>Review the following online resources:</p> <p>Course Project Handout</p> <p>Pitch Deck Template</p> <p>Evaluation Criteria for Projects</p> <p>Review the proposed U.N. Sustainable Development Goals (https://en.wikipedia.org/wiki/Sustainable_Development_Goals)</p>
Assignment:	Writing Assignment: Creativity (see assignment in Canvas)
3. Creativity, II	
pre-work:	How Breakthroughs Happen, Chapters 6-10
Assignment:	
4. Commitment	
pre-work:	<p>“Sure Thing” Gladwell, New Yorker (reader)</p> <p>“Hypothesis-driven Entrepreneurship” Eisenmann, HBR (reader)</p>

Assignment:	Writing Assignment: Commitment (see assignment handout) Submit your team's focal problem and proposed venture for First Project (see assignment handout)
5. Entrepreneurship, I	
pre-work:	Readings TBD
Assignment:	Writing Assignment: Network Innovations (see assignment handout)
5. Entrepreneurship, II	
pre-work:	Readings TBD
Assignment:	
7. 1st Project Presentations	
pre-work:	Review Evaluation Criteria for Projects (available online)
Assignment:	Submit First Innovation Project presentation (in .pdf format) <i>See handout for instructions of what to present and what to submit.</i>
8. Innovation Strategy	
pre-work:	<i>Sustainable Innovation, Chapters 1-3</i> "Build an Innovation Engine in 90 days" Anthony, HBR (coursepack)
Assignment:	Writing Assignment: Innovation Strategy (see assignment handout)
9. Innovation & (Sustainability; Diffusion of Innovations)	
pre-work:	<i>Sustainable Innovation</i> , (pick and read one of chapters 4-8—see writing assignment) "Diffusion of Innovations," Hargadon (available online)
Assignment:	Writing Assignment: Sustainability (see assignment handout)
10. Final Project Presentations	
	Final Project Presentations (submit annotated .pdf of presentation in advance)

Books and Coursepack

Books

How Breakthroughs Happen

Sustainable Innovation

Coursepack

“Reclaim your Creative Confidence” Kelley, HBR

“Sure Thing” Gladwell, New Yorker

“Hypothesis-driven Entrepreneurship” Eisenmann et al, HBR

“Build an Innovation Engine in 90 days” Anthony et al, HBR