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MGT: Thursday, 6:00 -9:00pm, room MC-2205 UCDCM Education Building
MGB: Even Fridays, 2:00 - 5:00 + 6:00 - 9:00 pm, San Ramon Campus

COURSE FOCUS

Everywhere you look, innovation and entrepreneurship are changing the nature of work. Startups are overturning existing industries. In turn, existing companies are rapidly adopting new technologies and practices to keep up and, in turn again, demanding more entrepreneurial behaviors from their employees. Whether your leading change or responding to it, managing innovation and entrepreneurship are now essential skills.

This course addresses three interrelated activities that make up the innovation process—creativity, commitment, and entrepreneurship—as well as the individual and strategic context in we pursue it. The course blends theory and practice to develop the following capabilities:

A solid understanding of the innovation process: 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?

The ability to lead innovation wherever you find yourself: 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 critical thinking skills to evaluate innovation theories and interpret current events: How do you get past the hype of media stories around innovation? What are the common patterns around innovation and change?

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.

Readings

Reading packet of articles and cases + online readings

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

Office Hours: 1:30 - 3:30pm Mon + Thurs (3316 Gallagher Hall, by appointment: live, phone, skype)

The six secrets to doing well in this class:

Read, Listen, Think, Show Up, Speak up, and Respect.

COURSE DELIVERABLES

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

Six individual writing assignments are due throughout the term. Assignments are based on the course readings and are typically 250-words in length (see handout for formatting guidelines). Papers will be marked down a single point for not following the format. ALL PAPERS ARE DUE IN CANVAS BEFORE THE CLASS FOR WHICH THEY'RE ASSIGNED.

Class Participation (50 points):

The class discussion is an important chance to listen, think, talk, and learn so participation is taken seriously. In class you can learn from your fellow students and they from you. I will cold call (ask you to speak even if you have not volunteered). BE PREPARED FOR EVERY CLASS.

If you are not engaged (ie distracted by your computer or other devices), your participation grade for that day will be a "C". An "A" or a "B" will be earned by productive engagement in the classroom.

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 (100 points):

Teams will develop a pitch deck describing an innovation (see project handout for details). The first group project will be a chance for you to design an innovation, learn from the process, and iterate for the final project. A one page description of your innovation is due at the end of Session 3. **The first project is due on Session 6.**

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

The second group project will build on 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.

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.**

Free-riders 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 standards as noted in the [UC Davis Code of Conduct](#). 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.

Course Schedule

| <i>class</i> | <i>assignment(s) due*</i> |
|--|---------------------------|
| 1. Introduction to Innovation & Entrepreneurship | |
| 2. Creativity, I - building your creative capacity through design thinking and creative problem-solving | |
| 3. Creativity, II - organizing and managing your career, team, and company for creativity | |
| 4. Commitment, I - dealing effectively with risk and uncertainty in innovation | |
| 5. Commitment, II - organizing and managing for commitment | |
| 6. Entrepreneurship, I - understanding innovation's impact | |
| 7. Entrepreneurship, II - developing the ability to get it done | |
| 8. Innovation Strategy - aligning strategy, innovation, and abilities in your career, team, and company | |
| 9. Innovation & Sustainability - understanding and leading sustainability through innovation | |
| 10. Final Project Presentations | |