

PROVISIONAL

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MGT: Tuesday, 6:30 -9:30pm, Gallagher Hall GH 1213
MGB: Even Fridays, 2:00 - 5:00 + 6:00 - 9:00 pm, Bishop Ranch BR-1503

COURSE FOCUS

Everywhere you look, innovation and entrepreneurship are changing the nature of work. Startups are overturning existing industries. In turn, existing companies are shifting strategies, reorganizing, and rapidly adopting new technologies and practices to keep up. To accomplish this, they are demanding more entrepreneurial leadership from their employees.

Whether your leading change or responding to it, managing innovation and entrepreneurship are now essential skills. So too is the ability to separate the hype from the reality of how innovation happens.

This course addresses four interrelated activities that make up the innovation process: creativity, commitment, entrepreneurship, and innovation strategy. We'll blend 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 chapters; Online readings; Cases

Office Hours: I typically hold Mon + Thurs from 1:30 - 3:30pm available for office hours (3316 Gallagher Hall). If these times don't work, I'm usually able to find time to meet (live or by phone, skype, zoom, etc.)

There are six secrets to doing well in this class:
Read, Listen, Think, Show Up, Speak up, and Respect.

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COURSE DELIVERABLES

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

Six individual writing assignments are due throughout the term; you must submit five of them. Assignments are based on the course readings and 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 AS IN CANVAS BEFORE THE CLASS THEY'RE ASSIGNED.

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.

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.

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

Be civil, courteous, and professional at all times. Disagreement is valuable 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 (100 points):

Teams will identify a current innovation initiative underway by a company, describe the innovation, and prepare recommendations (see project handout for details). Teams will submit initial project proposals in week 5 for review and approval and a final paper + slide presentation on Day 10.

Attendance:

Attendance counts. Given the unexpected and uncontrollable events in everyone's life, one lecture (10% of the total classes) may be missed without any penalty (except the final group presentations). **If you miss additional lectures, your course grade will be reduced per absence.**

Free-riders and group projects:

For every group project, your grade will depend on your individual and collective efforts. Combined with your work schedules, this means that scheduling meetings (especially in person) can be difficult and rushed. I recommend using clear deliverables and frequent and regularly scheduled Skype, Zoom, or other group video platforms.

If there are any issues due to group dynamics, I recommend raising them quickly. It is infrequent but not uncommon to have issues in this course. Most of the problems have to do with people either (1) missing meeting or (2) not delivering on their commitments.

Establish a team "lead" responsible for keeping the team on schedule, calling meetings, and tracking progress. If lead sounds too hierarchical, call them "adult" or "chief wrangler" or anything else that is respectful of the burden they will bear.

Set out roles and responsibilities early and adjust them often as the objectives/needs change. It's a short term (10 weeks) so there's no time to wait and hope: be clear up front who is

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doing what and when, then call people out if they don't deliver. If someone really doesn't deliver after getting clear feedback, then raise the issue with me.

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	