Managing Innovation 2020 Syllabus v0.9
MGT/P/B 251: Managing Innovation

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MGT: Thursdays, 6:00 - 7:30pm, Gallagher Hall GH 1213 or ONLINE
MGB: Fridays, 6:00 - 7:30 pm ONLINE

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 five secrets to doing well in this class:
Read, Listen, Think, Engage, and Respect.

COURSE DELIVERABLES

ALL PRE-WORK MUST BE COMPLETED BEFORE CLASS BEGINS

Individual assignments (20 points each, total: 120 points):

Seven individual writing assignments are due throughout the term; you must submit six of them. Assignments are based on the course readings and involve a (typically) 250-word memo; see the 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 CLASS BEGINS.

Academic Integrity:

Academic integrity is very important. As instructor, I am obligated to 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 (60 points):

Every class has a set of readings, videos, or exercises to be completed before class begins. Each reading also involves answering several brief "reflections," questions summarizing, questioning, and/or applying the ideas.

The class discussion and any online components are an important chance to listen, think, talk, and learn so participation is taken seriously. These are opportunities to learn from your fellow students and for them to learn 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 readings and classroom discussions. 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 (120 points):

Teams will identify a current innovation, describe the innovation and its origins, and how this in- novation demonstrates, extends, and contradicts particular topics covered in the course (see project handout for details). Teams will submit initial project proposals in week 5 for review and approval share 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). You may make up missed lectures by attending the other class offered that same week.

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 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.

Linked items are available online or through the UC Davis library. If noted, some links will need to be accessed from on campus or by using the library VPN

Some items will need to be searched for directly. The link will take you to the main HBR page of the library. Click on "Search within this publication" and then search for "AN [Insert number]" in the second field.

Course Schedule

class		assignment(s) due*
1. Introduction		
pre-work:		8 ways to build a business with a higher purpose, Hargadon & Hudnut (online)
		Systems Thinking: A Little Film About a Big Idea (online)
		"The Effort Effect" Dweck (online)
Assignment:		**Writing Assignment: Why?** (see assignment in Canvas)
2. Overview		
pre-work:		*How Breakthroughs Happen* (HBH), Chapters 1 & 2
		"Diffusion of Innovations," Hargadon (available in Canvas)
		Review Course Project Handout (available on Canvas)
3. Creativity, I		
pre-work:		*How Breakthroughs Happen*, Chapters 3 & 4
		"Reclaim your Creative Confidence" Kelley, HBR **[Needs VPN]**
Assignment:		**Writing Assignment: Creativity** (see assignment in Canvas)
4.Creativity, II		
pre-work:	Creativity is the New Productivity, Belsky (online)	
	"Marvel Case: Strategy, Structure, & Creativity," Hargadon (canvas)	
5. Commitment, I		
pre-work:		"Sure Thing" Gladwell, New Yorker
		"Hypothesis-driven Entrepreneurship" Eisenmann, HBS **[HBS coursepack]**
Assignment:		**Writing Assignment: Commitment** (see assignment handout)
		Group Project: Submit your team's **top 5 candidate topics** for the final project (see assignment handout)
6. Commitment, II		
pre-work:		"On Power" Pfeffer, HBR **[Needs VPN, search for, "AN 51600650"]**
		"Harnessing the Science of Persuasion" Cialdini, HBR **[Needs VPN, search for, "AN 5329110"]**
		Project Hippocrates Case (available in Canvas)
Assignment:		**Writing Assignment: Power and Influence** (see assignment handout)

7. Entrepreneurship, I

pre-work:	*How Breakthroughs Happen*, review chapter 3 & read chapter 5 Review Systems Theory video and notes "The Televisionary" Gladwell, New Yorker "Networks and the Nature of the Firm" O'Reilly, Medium (online)

8. Entrepreneurship, II

pre-work:	Pipelines, Platforms, & the New Rules of Strategy, Van Alstyne et al **[Needs VPN]** *Google: From Garage Start-up to IPO (1995 to 2004)*, Hargadon (in Canvas)
	Writing Assignment: Network Innovations (see assignment handout)

9. Innovation Strategy

pre-work:	*How Breakthroughs Happen*, Chapters (read 6, skim 7-10) *Sustainable Innovation*, Chapters 1-2 "Build an Innovation Engine in 90 days," Anthony, HBR **[Needs VPN]** *Apple Stores (1999-2003)*, Hargadon (in Canvas)
Assignment:	**Writing Assignment: Innovation Strategy** (see assignment handout)

10. Innovation & Sustainability + Conclusion

pre-work:	*Sustainable Innovation*, (pick/read one chapter of 4-8, see writing assignment) *Wicked Problems: Problems Worth Solving (read 1st section, Wicked Problems)*
Assignment:	**Writing Assignment: Sustainability** (see assignment handout) **Group Project Due**