

# Innovation & Strategy

## MNGT 4382

(Elective)

### Course aims / objectives:

Today's world is one of rapid change. One of the major drivers of change is technological innovation, which shapes the landscape of the competitive environment and determines the fate of individual firms competing in the marketplace. This course explores some of the key issues in managing technological innovation from a general manager's perspective.

We focus on learning and applying the conceptual frameworks and skills that general managers need to develop a technology strategy as an integral part of business strategy. Recently, there has been a growing consensus that technological innovation is not just the concern of scientists, engineers and other R & D staff, but requires a much broader perspective. The eventual success, as well as the technical performance of an innovation, is a function of how well the whole process, from idea generation to commercialisation, is managed strategically at the company level. The main theme of the course is managerial, rather than technical, enabling you to identify changes in the market, fine-tune organisational processes, develop firm capabilities, and exploit new opportunities.

The course will be useful to those interested in managing a business where technology plays a critical role and to those interested in consulting or venture capital. As a course designed specifically for managers, technical expertise is not expected from students. Instead, through the cases and readings, the course will expose students to a wide spectrum of technologies and help them develop a conceptual framework to analyse technological and organisational issues.

### Topics include:

- Module 1: Introduction
- Module 2: Patterns of Change in Technology
- Module 3: Disruptive Technology I
- Module 4: Disruptive Technology II
- Module 5: Disruptive Technology III
- Module 6: Innovation and the Value Chain
- Module 7: Profiting from Innovation
- Module 8: Finding Market for New Technology
- Module 9: Overcoming Resistance to Innovation
- Module 10: Linking Strategy and Project Portfolio
- Module 11: Organizational Requirements for Execution
- Module 12: Wrap Up