Purpose

Innovation drives the modern firm by the interaction of technical invention and managerial entrepreneurship. The course explores the variety of sources of new products, processes, and services that include inventors, universities, R&D departments in industry, and government labs. Also, the course explores the variety of ways of bringing new products, processes, and services to market that include startups, acquisitions, mergers, and entrepreneurship within a firm. Cases showing the interaction of invention and entrepreneurship are analyzed.

Background

Issues of importance to organizations in high technology industries are often very complex. They may involve multiple conflicting objectives, scarce resources, uncertain technologies, and ambiguous or contradictory information. These lead to conflicts among functions (e.g., finance, marketing, production) within the organization, and environmental (e.g., economic, regulatory) uncertainties and change. Yet, the long-run success of any organization depends on being able to formulate and implement good policies and decisions.

In order to deal with these issues, you must be able to understand and structure complex situations in systematic, useful ways. You must develop an ability to see the “forest” while working to reshape it tree by tree. Thus, unlike other core courses that tend to focus on a single functional area of management, we will look at the “big picture.”

Most often we will examine situations from the perspective of the general manager, defined as anyone responsible for the management of one or more complete business units or profit centers firm. However, functional specialists (e.g., in financial analysis, information systems, human resource management) can also benefit from the course’s general management perspective, because every function’s actions should be coordinated with the overall needs of the business in order to maximize performance.
By the end of the course, you should be able to analyze a firm in the following ways:

- Identify the key competitive forces that drive an industry
- Identify the opportunities and threats presented by an industry
- Identify a company’s strengths, weaknesses, and source(s) of competitive advantage
- Develop your own creative solutions to business problems that are too complex to solve optimally
- Compare and contrast the strengths and weaknesses of several potential strategies for a company

Classroom Environment

This course is discussion-oriented. Everyone is expected to participate in class discussions. Our discussions will focus on applying the concepts in the text and those covered in class to case studies. Each class will include the following components:

- Lecture: 50 minutes
- Discussion of homework cases and/or reading assignments: 50 minutes
- Guest talk, video case, or current event discussion: 50 minutes

Grading

- Class participation: 10%
- Homework assignments: 20%
- Current event reports: 10%
- Term project:
  - Proposal: 5%
  - Presentation: 15%
  - Final report: 15%
- Final exam: 25%

Required Reading

*Strategic Management of Technological Innovation* by Melissa Schilling, McGraw-Hill, and additional reading materials distributed in class or on Blackboard.

Academic Dishonesty

The College of Business regards any act of academic dishonesty as a major violation punishable by severe penalties, including dismissal from the University. University policy requires that instructors and GAs report all suspected cases of academic dishonesty to the appropriate Academic Judiciary Committee, which is empowered to take strong action against violators, including expulsion from the University. Please note that there is a link to the Academic Judiciary web site on the Blackboard home page.
Under no circumstances will the College of Business permit cheating of any kind. Many activities constitute academic dishonesty. The following list is not inclusive, only suggestive:

**On Examinations:**
- Referring in any way to the examination paper of another student.
- Use of materials (notes, books, etc.) not explicitly permitted by the instructor.
- The exchange of any information concerning the examination with any other person after the examination has begun.

**On Papers:**
- The submission in whole or part of the work of another person as if it were your own.
- The citation of the work of others without proper reference and credit.

If you have any questions about the honesty of an action, please consult with any faculty member for clarification. We will not construe such consultation as evidence that you have committed any violation or are even contemplating it. We will not accept failure to understand the rules as an excuse.

If you are considering any act of academic dishonesty, the College of Business advises you in the strongest possible terms to abstain. The consequences associated with academic dishonesty are substantial enough literally to ruin your career. **DON’T DO IT.**

There is nothing wrong with using the words or thoughts of others or getting help. Indeed, it is good to do so as long as you explicitly acknowledge your debt. **It is plagiarism when you pass off the work of others as though it were your own:**
- Copying without quotation marks or paraphrasing without acknowledgment from the writing of someone else.
- Using someone else’s facts or ideas without acknowledgment.
- Submitting work in one course that you submitted for credit in another course without the permission of both instructors.

You can strengthen your paper by using material by others – as long as you acknowledge your use, and as long as you use that material as a building block for your own thinking rather than a substitute for it. When you use published words, data, or thoughts, you must footnote your use. (See any handbook or dictionary for footnote formats.) When you use the words or ideas of friends or classmates, you should thank them in an endnote (e.g., “I am grateful to my friend so-and-so for the argument in the third paragraph.”) If friends just give you
reactions but no suggestions, you need not acknowledge that help in print (though it is gracious to do so).

The academic and business worlds depend on people using the work of others for their own work. Dishonesty destroys the possibility of working together as colleagues. Faculty and researchers do not advance knowledge by passing off the work of others as their own. Students do not learn by copying what they should think out on their own. Therefore, the University insists that instructors report every case of plagiarism to the Academic Judiciary Committee, which keeps records of all cases. The recommended penalty for plagiarism is failure for the course and possible expulsion from the University.

Americans with Disabilities Act

If you have a physical, psychological, medical or learning disability that may impact your course work, please contact Disability Support Services in room 128 of the Educational Communications Center (ECC) building or call (631) 632-6748. They will determine with you what accommodations are necessary and appropriate. All information and documentation is confidential.

Students requiring emergency evacuation assistance are encouraged to discuss their needs with their professors and the Disability Support Services. For procedures and information, please visit the following web site: http://www.ehs.sunysb.edu/fire/disabilities/asp

Critical Incident Management

Stony Brook University expects students to respect the rights, privileges, and property of other people. Faculty are required to report to the Office of Judicial Affairs any disruptive behavior that interrupts their ability to teach, compromises the safety of the learning environment, or inhibits students' ability to learn. Faculty in the HSC Schools and the School of Medicine are required to follow their school-specific procedures.

Schedule

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<td>Collaboration Strategies</td>
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