

School of Management

MGMT 413
INNOVATION AND CHANGE MANAGEMENT

Trimester 2, 2014

COURSE OUTLINE

Names and Contact Details

Course coordinator:

Professor David Bibby
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Administrator:

Misa Ito
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Trimester Dates

Teaching Period: Monday 14th July – Friday 17th October

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 25th July 2014.
2. The standard last date for withdrawal from this course is Friday 26th September. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

The course will comprise 12 classes of 3 hours each, **13:40 - 16:30** on Tuesday afternoons.
The lecture theatre will be Railway West Wing RWW413.

Course Delivery

Course material will be presented to enable the students to complete 3 assignments and to gain insights into innovation and change management.

The lecturer will be available for questions and discussion at fixed times to be arranged. There will be guest visitors most weeks, to amplify and exemplify innovation in practice, especially in NZ. The students will be expected to interact with the guests, through questions and discussion, as part of their class participation contribution, which will be part of the assessment (10 %).

Group Work

There will be no group work.

Expected Workload

The total number of hours of work expected from students should be about 10 times the course points value, (i.e. 150 hours for this 15-pt course), including attending classes and exhibitions, and preparing class presentations and assignments. There will be three assignments and the time spent should be roughly in proportion to the marks granted for each assignment (see below). Each assignment comprises a short PowerPoint presentation and a written report. All presentations and reports must be submitted for marking. Oral presentations will also be assessed.

Prescription

An advanced level consideration of topics such as new ventures, entrepreneurship, new product development, intrapreneurship, creativity, change and organisation development. This course will focus on the nature and process of innovation, and the key issues faced by innovators, both in a new business (start-up) and in various types of existing businesses and companies that are affected by various drivers for change.

Course Learning Objectives

By the end of this course the students should be able to:

1. Understand the different sources of innovation and main influences on how innovations evolve
2. Understand the roles of risk and uncertainty in entrepreneurship and innovation
3. Evaluate the impact of innovation in selected industries
4. Collect and analyse literature related to innovation and change management issues
5. Demonstrate an appreciation of different organisational behaviour perspectives for understanding change in organisations
6. Have an understanding of the role of corporate culture on innovation capability
7. Articulate and critique innovation and change issues through class participation.

All objectives are covered by lecture content (see table below) and performance is assessed through both class participation and assignments.

Course Content

Week	Class Date	TOPIC
1	15 July	Course overview: Criteria for assessment of assignments. Expectations regarding interactions with visitors. Introduction: Review of definitions of innovation, entrepreneurship and invention and a useful context for their description and analysis. Preparation for visit next week to National Library Innovation Exhibition <i>The Leading Edge</i> .
2	22 July	Class visit to <i>The Leading Edge</i> and individual study of the displays and other material at the Exhibition prior to student assignment on this material. <u>Assignment 1(a):</u> Each student to prepare, for presentation to the class next

		week, an analysis of one of the innovations on display. (5 marks)
3	29 July	Class presentations of the innovations studied in Assignment 1(a). Class discussion about what this tells about the nature and processes of innovation and the key issues faced by the innovator, as well as short- and long-term measures of success, and social impact. Each student to refine their analysis into a report to be submitted next week as Assignment 1(b) (15 marks).
4	5 Aug	Submission of Assignment 1. Models of innovation and change. Disruptive innovation and examples. The case of the photographic industry. Discussion of material that will be required in <u>Assignment 2</u> , namely a comparative Case Study by each student comparing and contrasting the work of two entrepreneurs in different time periods or different industries, cases to be taken from their own readings.
5	12 Aug	Analysis of entrepreneurship processes with reference to material presented by guest lecturers, preparatory to Assignment 2. Consolidation of methods for analysing entrepreneurial innovation. Students to consider which entrepreneurs they will use in their study so that there is no duplication.
6	19 Aug	Assignment 2(a): Presentation by students of the entrepreneurs they will be comparing and why (5 marks). Further discussion of what is required in Assignment 2(b), which is due for submission on 9 Sept, after the trimester break and will be worth 30 marks.
MID –TRIMESTER BREAK		
7	9 Sept	Submission of Assignment 2. Introduction to Change Management: Impact of change on industries and corporations. Internal and external drivers for change. Sustainability, Alternative Energy, Climate Change as examples of future drivers for business change – opportunities and threats.
8	16 Sept and	Case studies –impacts of disruptive technologies and processes on existing businesses and their likely future developments. Consideration of future impact on existing players and what options they might have to protect their future. Two case studies: Case Study: Distributed energy ; Case study: Electric vehicles.
9	23 Sept	
10	30 Sept	Processes for managing change: The importance of benchmarking, analysing the <i>status quo</i> , presenting options, SWOT and risk analysis, human resource management, monitoring of the process, evaluation and feedback. Preparation for <u>Assignment 3: Case Study on disruptive change</u> : Select a company or industry that has been impacted by disruptive change and evaluate how they responded using models from the lectures or readings.
11	7 Oct	Overview of all aspects of the course. Review of learnings from guest speakers. National Innovation systems. The NZ Innovation system.
12	14 Oct	Assignment 3(a): Case Study on disruptive change: PowerPoint presentations by students of the study they have done for Assignment 3(b) and discussion. Review of visitors presentations. Submission of Assignment 3.

Readings

Readings will be provided in class or on Blackboard. Students will also be expected to research reading material for their assignments. Readings will include:-

MGMT413 Readings

Lecture 1

Callaghan, Beyond the Farm and Themepark, chapter 1, *Wool to Weta*, Auckland University Press, 2008, 1-23.

Drucker, The Discipline of Innovation, chapter 1 in *Managing Innovation* (Henry & Walker) reprinted from *Harvard Business Review*, 1985, 67-72. (Handout)

Lecture 2

Christensen, C. The Innovator's Dilemma, Harvard Business School Press, 1997 (Introduction and Chapter 1)

Lecture 3

*Danneels, Disruptive Technology Reconsidered : A Critique and Research Agenda, *Journal Product Innovation Management*, 2004, 21, 246-268.

Lecture 4

Kaplan & Tripsas, Thinking about Technology: Applying a Cognitive Lens to Technical Change, *Research Policy*, 2008, 37, 790-805.

*Markides, Disruptive Innovation : In Need of a Better Theory, *Journal Product Innovation Management*, 2006, 23, 19-25.

Peteraf, The Cornerstones of Competitive Advantage: A resource-based view, *Strategic Management Journal*, 1993, 14, 179-191.

Lecture 5

Alvarez & Barney, Discovery and Creation : Alternative Theories of Entrepreneurial Action, *Strategic Entrepreneurship Journal*, 2007, 1, 11-26. (Not on ProQuest but through VUW Library electronic access)

Van der Ven & Poole, Explaining Development and Change in Organizations, *Academy of Management Review*, 1995, 20, 510-540.

Cools & Van den Broeck, The Hunt for the Heffalump Continues : Can Trait and Cognitive Characteristics Predict Entrepreneurial Orientation?, *Journal of Small Business Strategy*, 2207/08 18, 23-41.

Lecture 6

Lecture 7

Henderson, R., The Innovators Dilemma as a Problem of Organizational Competance, *J. Prod.Innov. Manag* @006, 23, 5 – 11

McGahan, A.M., How Industries Change, *HBR*, Oct 2004, 87-94

Lecture 8

Lecture 9

Lecture 10

Kanter, R.M., Three tiers for innovation research, *Communication Research*, 1988, 509-523

Lecture 11

Leitch & Davenport, The Politics of Discourse : Marketisation of the New Zealand Science and Innovation System, *Human Relations*, 58, 89-912.

Davenport & Bibby, Contestability and Contested Stability : Life and Times of CSIRO's New Zealand Cousins, The Crown Research Institutes, *Innovation : Management, Policy & Practice*, 2007, 9, 181-191.

Materials and Equipment

Students will be expected to have access to normal sources of digital information e.g. Google, YouTube. Assignments can be written in standard software e.g. Word or PowerPoint as long as they are in a form suitable for presentation to the class and evaluation by the lecturer. Assignments will be submitted both electronically and in hard copy.

Assessment

From Trimester 1, 2014, a revised Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

In particular, there will be a new grade scheme, in which the A+ range will be 90-100% and 50-54% will be a C-.

The following assignments are required for assessment:-

MGMT413 Assignments					
The assignments are each in two parts, to benefit from class discussion. The overall skills required are reading/researching; writing/analysing; and oral questioning and presentation. Both parts of each assignment must be submitted.					
Learning objectives	Assignment No.	Requirement	Date set	Date due	Mark
1,7	1	Students to research an NZ innovation using examples seen in an Innovation exhibition.	22 July		
	1(a)	Initial analysis and presentation to the class for constructive comment. (10 min PowerPoint presentation and 5 minutes for questions).		29 July	5
	1(b)	Refinement of the analysis into a written report to be submitted for marking (about 1000 words).		5 Aug	15
1,2,4,6,7	2	Case Study comparing and contrasting the innovations of two entrepreneurs in different time periods or different industries, from initial concept to final business success. The study should include significant facts and events, people and decisions, external factors and critical points in the company or business development.	5 Aug		
	2(a)	Presentation of planned subject matter to the class for constructive comment. (10 min PowerPoint presentation, 5 minutes for questions).		19 Aug	5
	2(b)	Refinement of the analysis into a written report to be submitted for marking (about 2500 words).		9 Sept	30
3,4,5,6,7	3	<u>Case Study on disruptive change.</u> Select a company or industry that has been impacted by disruptive change and evaluate how they responded using models from the lectures or readings.	30 Sept		
	3(a)	Presentation of Case Study on disruptive change. (10 min PowerPoint presentation, 5 minutes for questions).		14 Oct	5
	3(b)	Written report: Case Study on disruptive change to be submitted for marking (about 3000 words).		14 Oct	30
7	Guest speakers provide an important context for the course and the students. An additional assessment is based on the student's interaction				10

	with guest speakers and evaluation of guest speakers' contributions.	
Total marks		100

Handing in Assignments

Your completed assignments should be put into the course Assignment Box 23 on the Mezzanine floor, Rutherford House by 12 noon on the due date. Late assignments are to be handed in to the School of Management Administrator in RH 1022 and the time handed in will be noted.

All Hand-Ins should have: a Cover Sheet stating your name, the course name, assignment name and number, a word count and due date, with a signed declaration regarding freedom from plagiarism. Please put page numbers on each page, and use in-text referencing and include a list of references at the end.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

All assignments will also be marked for writing - that is, correctness, clarity, organisation, referencing - as well as for meeting the specific assignment objectives.

Penalties

Late assignments are to be handed in at Level 10 Reception, RH 1022 (Rutherford House), during Reception Desk hours, 9am till 5pm Monday to Friday during term time. An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have the time and date and signed by the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

Penalties for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. The penalty is 2 of the marks available (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late. (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). Saturdays, Sundays and public holidays will be included when counting the number of days late. Assignments received more than 7 days after the due date will not be accepted and the student will automatically fail the Mandatory Course Requirements.
- (ii) Course Outlines provide a signal to students of forthcoming workload, dates of submission

etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.

- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, in advance, to the Course Coordinator, providing documentary evidence of the reasons of their circumstances.
All such applications must be made before the deadline and be accompanied by documentary evidence, e.g. a medical certificate, or counsellor's report clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the Course Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) The ability to write in an economical style is a skill that is valued in both academic and business settings and therefore word limits should be strictly adhered to. +/- 10% is acceptable. Beyond that, a penalty may be applied.

Referencing

There are many different styles of referencing and the Faculty of Commerce at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty.

The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site

(<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>)

Communication

Information on course-related matters will be announced at class and posted on the Blackboard website at <http://blackboard.vuw.ac.nz/>

It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and submitted to Turnitin. A copy of submitted materials will be retained on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

Mandatory Course Requirements

To meet Mandatory Course Requirements, in addition to obtaining an overall course mark of 50 or better, students are required to submit both parts of all three assignments and this should be within the allowed time frame else penalties occur (see below).

If you cannot complete an assignment refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Students who fail to satisfy the mandatory requirement for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirement has been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

Communication of Additional Information

Additional information or information on changes will be conveyed to students, via Blackboard or email to all class members.

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

Quality Control

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Email Contact

Students wishing to contact staff by email should adhere to the following instructions:

Include the Course Code, your Name, your Student ID and the Topic in the subject area of the email, e.g. MGMT413_Smith.Pauline_3000223344_AssIQuery

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as 'spam' and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Link to general information

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.
