

School of Management

MMBA565 INNOVATION AND ENTREPRENEURSHIP

Trimester 1, 2015

COURSE OUTLINE

Names and Contact Details

Course Coordinator

Professor David Bibby

Room: RH305, Rutherford House

Phone: 463 5509

Email: David.Bibby@vuw.ac.nz

PROGRAMME ADMINISTRATOR

Nicky McInnes

Room: RH 1004, Rutherford House

Phone: 463 5367

Email: Nicky.McInnes@vuw.ac.nz

Trimester Dates

Teaching Period: Monday 2nd March – Friday 5th June

Study Period: Monday 8th June – Thursday 11th June

Examination Period: Friday 12th June – Wednesday 1st July (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 13th March 2015.
2. The standard last date for withdrawal from this course is Friday 15th May. 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 or [online](#).

Class Times and Room Numbers

Day: Monday

Time: 5.40-7.30pm

Venue: Government Buildings, Lecture Theatre 4 (GBLT4)

Note: During the trimester two Monday's are public holidays. These classes have been rescheduled as follows:

For 27 April, ANZAC day, moved to **Friday 1 May, 17:40-19:30, GBLT4**

For 1 June, Queen's Birthday, moved to **Thursday 4 June, 19:40-21:30, GBLT4**

Course Delivery

The course will meet once per week and each session will be guided by various combinations of themes linking the assigned textbook reading, lecturer-led presentation and discussion, case studies, visitors and other supporting activities. Whilst theory and international thinking on innovation and entrepreneurship will inform the course, its focus will be on the impact of disruptive innovations and on comparing and the actual experiences of New Zealand innovators and entrepreneurs and those involved in supporting their activities (e.g. IP lawyers, policy managers etc.) who will be guest lecturers and subjects of the assignment. Blackboard will be used for course communication.

Group Work

The first assignment consists of group work based on lecture material and personal study and other material gathered by the group. This report is to be prepared during the first half of the course, and it will require a group presentation to be prepared for week 5 or 6. The group project report will be submitted the mid-trimester break.

Expected Workload

Workload expectation for this course is 150 hours, spread over preparation for class and completion of assignments (about 10 hours per week and 30 hours during the mid-trimester break). It is also expected that every student will be an active and constructive member of class, including participation in class discussions and engagement with visitors as well as respecting fellow students (listening to other views, prompt arrival at class, etc.).

Prescription

Creativity with innovation, leadership, critical thinking and action oriented research are some of the most crucial dimensions of strategic management facing business executives, policy makers and, of course, entrepreneurs, in New Zealand.

Course Learning Objectives

On successful completion of the course students should be able to:

- Understand the different sources of innovation and main influences on how innovations evolve;
- Appreciate the technical, economic, social and political contexts within which innovative and entrepreneurial activity takes place;
- Select appropriate management strategies and frameworks as they apply to innovative/entrepreneurial activity;
- Articulate and critique innovation issues and strategies as exposed in case studies and readings;
- Recognize and appreciate the potential for economic and social disruption arising from innovation.

Readings

The course text is: Innovation and Entrepreneurship (2nd edition) by John Bessant and Joe Tidd (B&T), Wiley, 2011. The associated website www.iande.info contains extra resources. Also included at the end of the outline, is a list of electronic references for those of you who would like to delve deeper into the academic background of some of the topics.



Further Reading (Optional)

All should be available electronically. If you have problems with access please email me for a copy.

- Franke, von Hippel & Schreier, Finding Commercially Attractive User Innovations : A Test of Lead-User Theory, *J. Product Innovation Management*, 2006, 23, 301-315.
- Jeppesen & Fredericksen, Why Do Users Contribute to Firm-Hosted User Communities? The Case of Computer-Controlled Music Instruments, *Organization Science*, 2006, 17, 45-63.
- Brabham, Crowdsourcing as a Model for Problem Solving : An Introduction and Cases, *Convergence*, 2008, 14, 75-90 (Available through Google Scholar)
- Danneels, Disruptive Technology Reconsidered : A Critique and Research Agenda, *Journal Product Innovation Management*, 2004, 21, 246-268.
- 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.
- Sarasvathy, Causation and Effectuation : Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency, *Academy of Management Review*, 2001, 26 (2), 243-263.
- Nahapiet & Ghoshal, Social Capital, Intellectual Capital and the Organizational Advantage, *Academy of Management Review*, 1998, 23, 242-266.
- Boschma, Proximity and Innovation : A Critical Assessment, *Regional Studies*, 2005, 39, 61-74.
- Gilsing, Lemmens & Duysters, Strategic Alliance Networks and Innovation : A Deterministic and Voluntaristic View Combined, *Technology Analysis & Strategic Management*, 19, 227-249.
- Luk, Yau, Sin, Chow & Lee, The Effects of Social Capital and Organizational Innovativeness in Different Institutional Contexts, *Journal of International Business Studies*, 2008, 39, 589-612.
- Shane & Venkataraman, The Promise of Entrepreneurship as a Field of Research, *Academy of Management Review*, 2000, 25, 217-226.
- 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)
- 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.
- Cassiman, Chiara Di Guardo & Valentini, Organising R&D Projects to Profit From Innovation: Insights From Co-opetition, *Long Range Planning*, 2009, 42 (2), 216-233. (available through ScienceDirect)
- Woiceshyn & Daellenbach, Integrative capability and technology adoption: Evidence from oil firms, *Industrial & Corporate Change*, 2005, 14(2), 307-342.
- Royer, Why Bad Projects are so Hard to Kill, *Harvard Business Review*, 2003, February, 49-56.
- Maguire, Hardy & Lawrence, Institutional Entrepreneurship in Emerging Fields : HIV/AIDS Treatment Advocacy in Canada, *Academy of Management Journal*, 2004, 47, 657-679.
- Hargreave & Van de Ven, A Collective Action Model of Institutional Innovation, *Academy of Management Review*, 31, 864-888.

Assessment

The Assessment Handbook will apply to all VUW courses: see

<http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

A student's overall grade in the course will be determined in the following manner:

Marking schedule

Questions for speakers	Project 1 Oral presentation	Project 1 Contribution to Group work	Project 2 Report	Examination	total
5%	5%	10%	30%	50%	100%

Project 1: Group project

Divide into groups of 4 (depending on number of students, else 3 could do).

Each group is to choose an innovation to be studied by your group, either using one of the innovations to be provided or else choosing an innovation (and having it approved by the lecturer). Please note that the choice of innovation is very important, it must be an innovation where you have enough material to do an analysis in depth. The lecturer will advise if necessary.

- (a) Within your group, assign to each member the responsibility for part of the group presentation: one option is to use the Edison Award criteria for innovation (Concept, Value, Delivery, and Impact). Each person then to prepare an oral presentation to the class on their aspect of the innovation, as part of a group presentation on the innovation. The group presentation is limited in time, with penalties for going over time. Marking rubrics will be discussed before the presentations.
- (b) Prepare a 3500-word group report that includes, but is not limited to:
 - (i) Statement of the context, source and nature of the innovation you have studied
 - (ii) A detailed description of the innovation in terms of entrepreneur-innovation space, S-curves, Van de Ven's models, as discussed in class
 - (iii) Discussion as to whether the innovation is disruptive or evolutionary
 - (iv) Conclusion, include the changes that this particular innovation has made, or is making, on the company or industry.

This report is to be submitted as hard copy by **Thursday 2nd April**.

Project 2: Individual project

DISRUPTIVE CHANGE IN A COMPANY OR INDUSTRY

Select a company or industry that has been impacted by disruptive change so that you can evaluate how they responded using models from the lectures or readings.

Please note that the choice of innovation is very important. It must be an innovation where you have enough material to do an analysis in depth. The lecturer will advise if necessary. Rubrics for the marking of the project will be given and discussed.

- (a) Produce a 3500-word report that includes, but is not limited to:
- i. Statement of the context, source and nature of the innovation you have studied.
 - ii. A detailed description of the innovation in terms of Christensen's models and theory of disruption
 - iii. Impact of the innovation on the company or industry concerned and on the affected market and competitors
 - iv. Conclusion what can be learned about innovation from your particular case study.
 - v. This report is to be submitted in hard copy by **Friday 29 May 2015**.

<i>Pass/Fail</i>	<i>Grade</i>	<i>Normal Range</i>	<i>Indicative Characterisation</i>
Pass	A+	90%-100%	Outstanding performance
	A	85%-89%	Excellent performance
	A-	80%-84%	Excellent performance in most respects
	B+	75%-79%	Very good performance
	B	70%-74%	Good performance
	B-	65%-69%	Good performance overall, but some weaknesses
	C+	60%-64%	Satisfactory to good performance
	C	55%-59%	Satisfactory performance
	C-	50%-54%	Adequate evidence of learning
Fail	D	40%-49%	Poor performance overall, some evidence of learning
	E	0-39%	Well below the standard required

Penalties

In fairness to other students, assignments submitted after the respective deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Unless prior arrangements have been made with the course coordinator, assignments more than one week late will not be accepted and will receive zero marks. In the event of unusual or unforeseen circumstances (e.g., serious illness, family bereavement, major work pressures), students should discuss a submission extension with the course coordinator **PRIOR** to the due date.

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.

Examinations

3 hour closed book

50%

The examination will cover material covered in class and the textbook but will be aimed at assessing your ability to synthesise and reflect upon issues including using your own experience within and outside of the course. The format will be discussed in week 11.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

Friday 12th June – Wednesday 1st July (inclusive)

Mandatory Course Requirements

In addition to obtaining an overall course mark of 50 or better, students must:

- a. Prepare an oral presentation and submit the group report by the due dates;
- b. Submit the individual project report by the due date; and
- c. Obtain at least 40 per cent of the marks available (ie 20 marks out of the 50) for the final examination.

If you cannot complete an assignment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

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, e.g. of material of potential interest or changes to classes, will be conveyed to students via class announcements and through announcements on the Blackboard site for MMBA 565. Email notifications will be usually sent when an item is loaded onto Blackboard. However, it is important that students visit the course Blackboard site regularly in case this does not occur, and also check which email address is being used by Blackboard. It is probably sensible to use your VUW address as your default communication address, to avoid any communications being ‘spammed’ in the system.

Student feedback

Student feedback on University courses may be found at:

www.cad.vuw.ac.nz/feedback/feedback_display.php

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.

Course Content and Schedule

Lecture	Date	Topic	Readings/Key Tasks
1.	2/3	Course Introduction: Key Concepts and definitions Entrepreneurs and entrepreneurship	B&T Chapter 1, Chapter 4 Assignment Discussion
2.	9/3	Entrepreneurship & New Ventures Entrepreneurial Traits & Styles Innovation and Change Management	B&T TBA
3.	16/3	Sources of Innovation Lead Users Open Innovation/Crowd Sourcing	B&T TBA
4.	23/3	Uptake of innovations, S-curves and diffusion	B&T TBA
5.	30/3	Oral presentations	
Mid-Trimester Break – 3 April – 19 April 2015			
6.	20/4	Organisational Change. Models of change	B&T TBA
7.	Fri 1/5 NB change, see pg 1	Drivers for change Disruptive change, energy case study	B&T Chapter 11
8.	4/5	Drivers for change. Disruptive change, transport	
9.	11/5	Organisational change	B&T TBA
10.	18/5	Discourse and Innovation Institutional Entrepreneurship Social Entrepreneurship NZ's future, Callaghan lecture	B&T TBA
11.	25/5	National Innovation Systems Course Debrief	Individual report due Friday May 29
12.	Thurs 4/6 NB change, see pg 1	Review visitors experiences Examination Briefing	Prep for Exam