

School of Management

MGMT413
INNOVATION AND CHANGE MANAGEMENT

Trimester 2, 2015

COURSE OUTLINE

Names and Contact Details

Course coordinator:

Professor David Bibby
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Administrator:

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Trimester Dates

Teaching Period: Monday 16th July – Friday 16th October

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 24th July 2015.
2. The standard last date for withdrawal from this course is Friday 25th September 2015. 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*' form 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

The course will comprise 12 classes of 3 hours each 12.40 to 15.30 on Monday afternoons. The lecture theatre will be RWW129. Please note that the first lecture will be on 20 July even though the terms starts on 13 July. The extra lecture will take place at a time to be arranged.

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.

Group Work

The first assignment will be carried out in teams as described below. The team can expect to spend an additional two hours in the preparation of their group presentation.

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 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). The first assignment is a team project which is oral only, the other two individual assignments each comprise a short PowerPoint presentation and a written report. All written reports must be submitted for marking. All oral presentations will 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. Be able to draw general conclusions about innovation from carrying out case studies of specific innovations.
2. Understand the different sources of innovation and main influences on how innovations evolve.
3. Understand the roles of risk and uncertainty in entrepreneurship and innovation.
4. Evaluate the impact of innovation in selected industries.
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. Have experience in making oral presentations and in writing assignments that meet academic norms.

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
	13 July	No lecture today as the lecturer is not available. An extra lecture will be scheduled at a time convenient to the class and the lecturer when he returns.

1	20 July	<p>Course overview: Criteria and rubrics for assessment of assignments and oral presentations. Expectations regarding interactions with visitors. Introduction: Review of definitions of innovation, entrepreneurship and invention, drivers for change. Establish teams and discuss the Edison Award criteria which will be required for Assignment 1 which will be presented on 3 Aug.</p>
2	27 July	<p>Discuss a useful context for the description and analysis of innovation in various types of organisation. Discuss the nature of entrepreneurship and ‘hero’ entrepreneurs.</p> <p>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. Assignment 2 will be due after the mid-term break, on 7 Sept.</p>
3	3 Aug	Team presentations of the innovations studied in Assignment 1.
4	10 Aug	<p>Rates of innovation, uptake of technology and S-curves. Disruptive innovation and examples. The case of the photographic industry.</p>
5	17 Aug	<p>The innovation journey and change management 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.</p>
MID –TRIMESTER BREAK		
6	7 Sept	Assignment 2(a): Presentation by students of the entrepreneurs they are comparing and why. Submission of written report, assignment 2(b).
An additional lecture will take place at a time arranged by the lecturer and class. The topic will be a case study presented by the lecturer, of a social innovation.		
7	14 Sept and	<p>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. Due date 12 Oct.</p> <p>The lecturer will present and discuss two case studies which show the impacts of disruptive technologies and processes on existing businesses and what options they might have to protect their future. The topics will be:</p> <p>Case Study: Distributed energy; Case study: Electric vehicles.</p>
8	21 Sept	
9	28 Sept	<p>National Innovation systems. The NZ Innovation system.</p>
10	5 Oct	<p>Overview of all aspects of the course. Review of learnings from guest speakers.</p>
11	12 Oct	<p>Assignment 3(a): Case Study on disruptive change: PowerPoint presentations by students of the study they have done, and discussion.</p> <p>Submission of written report, Assignment 3(b).</p>

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:-

Bessant, J. Tidd, J.,(2007), *Innovation and Entrepreneurship*, John Wiley and Sons, Ltd

Callaghan, Beyond the Farm and Theme Park, 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)

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

*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.

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

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 de 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.

Henderson, R., The Innovator's Dilemma as a Problem of Organizational Competence, *J. Prod.Innov. Manag* 006, 23, 5 – 11

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

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

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

The Assessment Handbook will apply to all VUW courses: see

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

The following assignments are required for assessment:-

MGMT413 Assignments					
The first assignment is a team assignment, to be presented in class. The other assignments are each in two parts, oral and written, to benefit from class discussion and ensure they meet academic norms. The overall skills required are reading/researching; writing/analysing; and oral and written communication.					
Learning objectives	Assignment No.	Requirement	Date set	Date due	Mark
2,7	1	Team project to analyse an innovation of your choice using the Edison Award criteria. Each member of the team to present one aspect of the innovation to the class.	20 July	3 Aug	10
1,2,3,7	2	Case Study comparing and contrasting the innovations of two entrepreneurs of your choice, 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.	27 July		
	2(a)	Presentation of Case Study on entrepreneurs to the class for constructive comment. (Short PowerPoint presentation, 5 minutes for questions).		7 Sept	5
	2(b)	Written report to be submitted for marking (about 3000 words).		7 Sept	35
1,2,4,5,6,7	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.	14 Sept		
	3(a)	Presentation of Case Study on disruptive change. (Short PowerPoint presentation, 5 minutes for questions).		12 Oct	5

	3(b)	Written report: Case Study on disruptive change to be submitted for marking (about 3000 words).		12 Oct	35
2,3,6	Guest speakers provide an important context for the course and the students. An additional assessment is based on the student's interaction with guest speakers and evaluation of guest speakers' contributions.				10
Total marks					100

There is no examination for this course; the assessment is entirely on the basis given above.

Handing in Assignments

Your completed assignments should be put into the course Assignment Box 27 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 carry out 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.
