

School of Management

MMBA565 INNOVATION AND ENTREPRENEURSHIP

Trimester 1, 2016

COURSE OUTLINE

Names and Contact Details

Course Coordinator

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PROGRAMME ADMINISTRATOR

Nicky McInnes

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Trimester Dates

Teaching Period: Monday 29 February – Friday 3rd June

Study Period: Monday 6th June – Thursday 9th June

Examination Period: Friday 10th June – Wednesday 29th June (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 11th March 2016.
2. The standard last date for withdrawal from this course is Friday 13th 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: Thursday

Time: 5.40-7.30pm

Venue: Government Buildings, Lecture Theatre 4 (GBLT4)

Course Delivery

The course will meet once per week and each session will comprise assigned reading, lecturer-led presentation and discussion, case studies, visitor presentations and student presentations. There will be a focus on the impact of disruptive innovations and on comparing 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. 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 assignment will comprise individual oral presentations and a group written presentation, all due in Week 4.

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

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

Course Learning Objectives

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

1. Draw rigorous, evidence-based general conclusions about innovation and entrepreneurship from case studies of specific innovations.
2. Understand the different drivers of innovation and how innovations evolve.
3. Understand risk and uncertainty in entrepreneurship and innovation.
4. Demonstrate an appreciation of different organisational behaviour perspectives for understanding change in organisations.
5. Have an understanding of the role of corporate culture on innovation capability.
6. Have experience in making oral presentations and in writing assignments that meet academic norms.

Course Content and Schedule

A detailed schedule of the material to be covered in the course is given at the end of this course outline.

Readings

All papers and journals in the Required Readings below should be available electronically. If you have problems with access, please email the lecturer for a copy. Additional readings will be listed on Blackboard.

Required reading by lecture:

- Lecture 1 : Drucker, 'The Discipline of Innovation', Chapter 1 in 'Managing Innovation' (Henry & Walker) reprinted from Harvard *Business Review*, **1985**, 67-72
- Lecture 2: The Edison Awards; <http://www.edisonawards.com/>
- Lecture 2 : Fauchart, E., & Gruber, M., 'Darwinians, Communitarians and Missionaries : The role of founder identity in entrepreneurship', *Academy of Management Journal*, **2011**, 54, 5, 935 – 957.
- Lecture 3 : Christensen, C.M., Raynor, M.E & McDonald, R., 'What is disruptive innovation ?' *Harvard Business Review*, **2015**, 44-53.

- Lecture 3 : Henderson, R. ‘The Innovator’s Dilemma as a Problem of Organisational Competence’, *J. Prod. Innov. Manag.* **2006**, 23, 5-11.
- Lecture 3 : Danneels, E. ‘Disruptive Technology Reconsidered : A Critique and Research Agenda’, *Journal Product Innovation Management*, **2004**, 21, 246-268.
- Lecture 3 : Markides, C., ‘Disruptive Innovation : In Need of a Better Theory’, *Journal Product Innovation Management*, **2006**, 23, 19-25.
- Lecture 3 and 5 : ‘The Demise of Kodak : Five Reasons’ : *Wall Street Journal* Feb. 26, **2012**
- Lecture 3 and 5 : ‘At Kodak, some old things are new again’, *New York Times*, May 2, **2008**
- Lecture 3: Christensen, C, ‘Patterns in the evolution of product competition’, *European Management Journal* 15, 2, April **1997**.
- Lecture 4: Van de Ven, Andrew H., & Poole, M. S., ‘Explaining development and change in organisations’, *Academy of Management Review*, 20, 3, **1995**, 510-540
- Lecture 4 : Nahapiet & Goshal, ‘Social Capital, Intellectual Capital and the Organizational Advantage’, *Academy of Management Review*, **1998**, 23, 242-266.
- Lecture 4 : Hargreave & Van de Ven, ‘A Collective Action Model of Institutional Innovation’, *Academy of Management Review*, **2006**, 31, 864-888.
- Lecture 5: ‘How GE is disrupting itself’: Jeffrey R Immelt, Vijay Govindarajan and Chris Trimble, *Harvard Business Review*, October **2009**; <https://hbr.org/2009/10/how-ge-is-disrupting-itself>
- Lecture 8: NZ Treasury paper: ‘Innovation and Productivity: Using bright ideas to work smarter’, **2008**, <http://www.treasury.govt.nz/publications/research-policy/tprp/08-05/tprp08-05.pdf>
- Lecture 8: <https://www.innovationpolicyplatform.org/>
- Lecture 8: Leitch, S., & Davenport, S., ‘The Politics of Discourse : Marketisation of the New Zealand Science and Innovation System’, *Human Relations*, 58, 89-912, **2005**.
- Lecture 8: Davenport, S., & Bibby, D. M., ‘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>.

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

Marking schedule

<i>Assignment 1</i>	<i>Assignment 1</i>	<i>Assignment 2</i>	<i>Examination</i>	<i>Total</i>
Oral presentation by each Group member	Collaborative written Group report	Written Individual Report		
5%	15%	30%	50%	100%

Grades

<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
Fail	C-	50%-54%	Adequate evidence of learning
	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.

Academic norms and 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>

Academic norms must be met. Reports are to be in a form suitable for publication in a refereed international journal: structure, headings, page numbers, references, etc. Material sourced from the Internet must include a note of the date retrieved. Direct quotation from published material should not exceed 5 percent of the word count.

Note: Extra information such as YouTube interviews with people relevant to the report material can be included as a separate list but does not count as an academic reference.

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 required readings and 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.

Mandatory Course Requirements

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

- a. Prepare an oral presentation as part of your Group for delivery to the class on 31 March and submit the Group report at the School Office, 10th Floor, Rutherford House, by 5 pm on 1 April;
- b. Submit the individual project report at the School Office, 10th Floor, Rutherford House, by 5 pm on 27 May; and
- c. Obtain at least 40 per cent of the marks available (ie 20 marks out of the 50 marks) 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 MBA 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

No feedback is officially listed for 2015 but informal comments asked that the course should stick rigorously to the Course outline. To achieve this, a detailed Course Outline is presented here, see below. However, there could be variations in the exact schedule due to circumstances that might arise.

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

- The reading list above gives an indication of the material to be studied by the student in connection with each lecture.
- Additional readings will be listed on Blackboard.
- Students are also expected to prepare questions for the visiting speakers.
- Other tasks are listed at the right.

Lecture	Date	Topic of Lecture	Key Tasks for student
1.	3 March	Lecture 1 (a): Introduction and Assessment Criteria. Lecture 1(b): History, Definitions, Drivers of innovation	Using <i>YouTube</i> and other links provided in the lecture, familiarise yourself with some key innovations and entrepreneurs which interest you. Become familiar with the Edison Award Criteria and the ‘4 Lenses of Innovation’. Start thinking about <i>Assignment 1</i> (see below); oral due 31 March, written due 1 April.
2.	10 March	Lecture 2: Entrepreneurs and Innovation	Consider how Foster’s S-curve applies to innovation in different types of organisation. What is the role of the innovator?
3.	17 March	Lecture 3: The dynamics of innovation, and disruption theory	Study the concepts and diagrams that describe ‘disruptive innovation’ as defined by Christensen, as well as the debate over the validity or limitations of the theory.
Easter break 24 March to 30 March			
4.	31 March	<i>Assignment 1</i> : Group Oral presentations.	Each student required to give an oral presentation to the class on one aspect of the Group study.
	1 April	Submission of written part of <i>Assignment 1: Group Reports</i> . Both hardcopy and electronic copy please.	One written report from each Group, to which each Group member has contributed.
5.	7 April	Lecture 4: The innovation journey, and processes of change in organizations:	Study the work of Van de Ven on ‘The Innovation Journey’ and find examples of the four processes of change in different types of organisations.
6.	14 April	Feedback on oral presentations and preparation for <i>Assignment 2</i> .	Start preparing for <i>Assignment 2</i> : Individual report on a disruptive innovation. Read up on the case studies for Kodak and GE Health.

		Lecture 5: Two case studies in disruption: the lecturer will further apply the theory of disruption to the Kodak study, and will discuss Reverse Innovation.	
7.	21 April	Lecture 6: Innovation in Transport (Case study by the lecturer)	List ten points made in this lecture. Follow up on one of the lecturer's examples of innovation in transport that interests you, eg electric cars, bikes, buses, planes.
Mid trimester break 25 April to 2 May			
8.	5 May	Lecture 7: Alternative Energy and Distributed Energy (Case study by the lecturer)	List ten points made in this lecture. Follow up on one of the lecturer's examples of innovation and disruption in energy that interests you, eg going off grid,
9.	12 May	Lecture 8: National Innovation Systems (NIS)	Revise van de Ven's 4 processes, especially the dialectic process, and consider how it applies in the making of government policies.
10.	19 May	Lecture 9: What disruptions might occur in the future?	Follow up the historical changes discussed in Lecture 1 and try to imagine future disruptions.
11.	26 May	Complete any lectures, present any new relevant material. Course Debrief	Review areas of interest and raise interesting topics in class. Lecturer available to answer queries and questions.
	27 May	<i>Assignment 2</i> due. (Individual Assignment on disruption). Both hardcopy and electronic copy please.	
12.	2 June	Review visitors' presentation to the class and their experiences. Examination Briefing	Prepare for Examination. Lecturer available to answer queries and questions.