**MBA - תואר שני במינהל עסקים עם דגש על חברות עתירות טכנולוגיה**

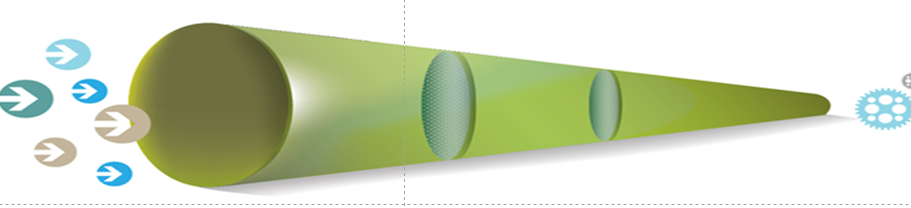
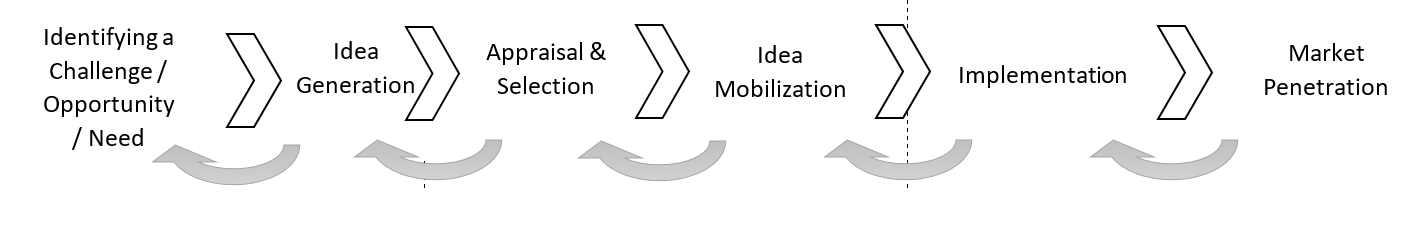
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| **COURSE TITLE:**  **INNOVATION MANAGEMENT** | | | | |
|  | | **2.0 Credit points** | **Course Number: 099792** | |
| **Time:**  **9:00-12:30** | **Day:**  **Friday.** | **Number of weeks:7** | **Year: 2021-2** | **Mini-Semester: 5** |

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|  | **COURSE INSTRUCTOR:**  **PROF. MIRIAM EREZ** | | | |  |
| Telephone: 04-829-4461 | | | Room: Bloomfield 411a  Office hours:  By appointment | | E-mail: [merez@technion.ac.il](mailto:merez@technion.ac.il) |
|  | | | **Teaching Assistant:** | | |
|  | |  | | E-mail : | |
|  | | <https://moodle.technion.ac.il/enrol/index.php?id=2531> | | **Course website:** | |

### SYLLABUS

## COURSE OBJECTIVES and CONTENT

**COURSE BACKGROUND**: This course focuses on managing the process of innovation in organizations along the six steps of the journey of the idea as shown in Figure below. It examines the echo system that stimulates innovation, the decision-making of whether to invest in innovation or continues to exploit the existing knowledge and resources of the organization



**COURSE OBJECTIVE**:

The objective of this course is threefold: (a) Knowledge Acquisition: Teach a methodology and tools for managing the innovation process in organizations from the first stage of identifying the challenge, problem, or opportunity throughout the entire process towards the final stage of market penetration, reaching the end-users. The course offers relevant tools and methods for each of the six stages.

(b) Highlights the critical role of the echo-system, the organizational structure and culture and leaders for innovation, consider the leader’s dilemma of taking the risk to invest in innovation (exploration) that may fail or continue to exploit the current operations (exploitation). (c) Implementation: The course will discuss the challenges of introducing changes from the management and the employees’ perspectives. Throughout the course, the students will practice utilizing the tools for each phase.

**CONTENT & SCOPE**: The course content consists of lectures, cases, exercises for practicing and implementing the methods and tools learned for managing the innovation process. Each class meeting will focus on one phase in the innovation process, including potential decision-making challenges related to innovating and introducing a change.

**TEACHING MATERIAL:** Teaching materials consist of: class lectures, some readings, class discussions, class exercises to practice the methods and tools learned, and guest speakers.

**READINGS:** All teaching material (except recommended books) will be available on the course Moodle.

**STUDENT ASSESSMENT**:

1) **Personal Class Attendance**: Attendance in 6 out of 7 class sessions.

2) **14% - Active Participation**: Reading the course material and active participation in class discussions.

3) **66% - Final team project** (in the form of PowerPoint Presentation).The final team project consists of the six partsthat build the innovation process**.** (Each part is 10% of the final project).

**(Submission of the first three parts of ideation in the mid-course, Jan. 10).**

4) **20% - Final presentation of their team project on 04-02-2022 (**12 min & 3 min. Q&A).

5) **Submission of the final PPT team project**: **04-02-2022 – 10-02-2022.**

**COURSE PLAN**

**General recommended readings**

1. דדי פרלמוטר, מוליכים להצלחה. 2021

# Safi Bahcall Loonshots (2019). How to Nurture the Crazy Ideas That Win Wars, Cure Diseases, and Transform Industries.

**בעברית:** ספי בקל. הבלחות**. איך לטפח רעיונות פורצי דרך שמרפאים מחלות, מנצחים במלחמות ומשנים תעשיות**

3 .Vijay Govindarajan (2016). The three box solution: A strategy for leading innovation. Boston: Mass: Harvard Business Review Press.

(see on Moodle a summary and a video) <https://www.youtube.com/watch?v=wgD2VzFqCaE>

4. Nathan Furr & Jeff Dyer (2014). The Innovator’s Method: bringing the lean startup into your organization. Boston Mass. Harvard Business Review Press. (see Ch. 1 on Moodle)

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**Class 1** (24/12/2021)

1. **Introduction: Concept clarifications – ACAP, Creativity, Invention, Innovation. Types of innovation and levels of innovation and the Exploration- Exploitation duality (Risk vs. ROI; Change vs. Successful routine ).**
2. **The problem identification phase.**

***Class Exercise:* Challenge/problem/opportunity Identification, the Fishbone Tool**.

***Reading:***

* Christensen, C.; Raynor, M.E. & McDonald, R. What is disruptive innovation? (Dec. 2015). *Harvard Business Review.* <https://hbr.org/2015/12/what-is-disruptive-innovation>
* *דדי פרלמוטר. מובילים להצלחה.* **משכל, ידיעות אחרונות. 2021**

*Recommended*

* Sawhney, M., Wolcott, R., and Arroniz, I. (2006). The 12 Different Ways for Companies to Innovate, *MIT Sloan Management Review*, 47 (3) p.75-82
* Simon Sinek (2009).Start with Why. How great leaders inspire everyone to take action. NY: Portfolio, Penguin. *Video:*[***http://www.youtube.com/watch?v=l5Tw0PGcyN0***](http://www.youtube.com/watch?v=l5Tw0PGcyN0)

***For the team project part 1*:** As a team, select one organization/business for which you would like to develop an innovation project. Consider the main challenges faced by the organization, using the Fishbone methodology that you practiced in class, and come up with a challenge or a problem that you want to solve or an opportunity that you want to exploit. Describe the challenge/opportunity/problem

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**Class 2** (31/12/**20**21)

1. **Who are the Creative individuals and the innovative teams.**
2. **The ideation phase: Individuals and teams’ creative ideas’ generation, in response to the identified challenge/opportunity/need, and the selection of the idea for implementation.**

***Class Exercise:***  Idea generation - a brainstorming exercise and other tools.

Idea selection and presenting it as the potential solution – the value matrix

***Reading:***

* Amabile, T. (2012). Componential Theory of Creativity (2012) HBS Working Paper, 12-096.
* Dyer, J., Gregersen, H., and Christensen, C. 2009.The Innovator’s DNA, *Harvard Business Review*, 87 (12), p. 60-67

***For the team project Part2:*** For the challenge/problem/opportunity that your team identified, generate novel ideas, state all of them, and suggest three potential ideas for implementation by order of preferences, with #1 as the most preferred idea and explain why.

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**Class 3** (07/01/2022) **-Solution validation**

**(a) Tools for idea selection for implementation**

**(b) Design Thinking: Validate your solution and revise it accordingly**.

***Class exercise:*** Practicing the Design Thinking method.

***Reading:***

### Brown, T. (2008) Design Thinking, *Harvard business review*, 2008

***For the team project part3:*** Validate your solution by observing and talking to potential users. Reshape is accordingly.

**Submission of the first three parts by Jan. 16, 2022**

**Class 4** (14/01/2022)

**The organization eco-system: Leadership and organizational culture for innovation**

***Class Exercise*** Map your organizational culture using the survey tool

***Reading:***

* Isaacson, W. The real leadership lessons of Steve Jobs. *Harvard Business Review*, June 2012.
* Recommended: Miron, E., Erez, M., Nave, E., 2004. Do Personal Characteristics and Cultural Values that Promote Innovation, Quality, and Efficiency Compete or Complement Each Other? *Journal of Organizational Behavior*, 25, p. 175-199.

***For the team project part4:*** Analyze potential risk versus gain and the likelihood for change. Consider the organization strategy, its business success, and its openness to new ideas and their implementation

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**Class 5** (21/01/2022)

**Getting to “yes” when implementing innovation.**

***Class Exercise****:* A methodology for implementing change by overcoming resistance to change.

***Reading:***

* Cialdini, R.B. (2001). Harnessing the Science of Persuasion. *Harvard Business Review,* 72-79.

*Recommended:*

* Dutton, J., Ashford, S., O'Neil, R., & Lawrence, K. (2001). Moves that matter: Issue selling and organizational change. *Academy of Management Journal*, 44 (4), 716-736.

***For the team project part5:***Identify sources of support and obstacles for implementing innovative solutions and propose a program for overcoming the barriers.

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**Class 6** (28/01/2022)

**Implementing and getting to the user.**

**Class exercise:** How to get to the user and offer the best user experience and added value.

***Reading:*** Leonardi, P.M> & barley, S.r. (2010). What’s Under Construction Here? Social Action, Materiality, and Power in Constructivist Studies of Technology and Organizing. *Academy of Management Annals*, Vol.4 #1. 1-51.

***For the team project part6***: Prepare “the last mile” of getting to the user and offering a unique user experience and added value.

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**Class 7** (04/02/2021)

**Presentation of final team project - 12 minutes per team + 3min. Q&As.**

**Submission between 04-02-2022 to 10-02-2022**

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