

# 8337 - TECHNOLOGY AND INNOVATION STRATEGY

COURSE SCHEDULE A.Y. 2007-2008

## Class 20

Teacher: G. Verona

### Orari:

|          |               |              |
|----------|---------------|--------------|
| Tuesday  | 14,30 - 16,00 | Classroom 35 |
| Thursday | 14,30 - 16,00 | Classroom 35 |

### Course Description and Objectives:

This course develops students' understanding of how firms use technology to position themselves strategically, from the perspective of a director of business development. We begin with an understanding of how technological systems evolve, with particular emphasis on the emergence of standards, and will then turn to understanding networks, such as the Internet. We explore how firms develop technical know-how that is difficult to imitate, and then we examine how firms use technology to differentiate themselves from competitors. We conclude by paying attention to the implementation challenge - i.e. how to put technology and innovation strategy at works. A distinctive characteristic of the course is the frequent use of cases related to firms with an international scope and firms with an attention to areas of soft technology (e.g., design and style).

The course is divided into three main parts:

- (1) Technology and Market Dynamics
- (2) Technology Strategy Formulation
- (3) Technology Strategy Implementation

### Course Material:

#### *Attending students*

- G Verona (Ed.), *Cases on Technology and Innovation Strategy*. Egea 2007
- M.Schilling, *Strategic Management of Technological Innovation*. McGraw Hill, 2005
- Slide material distributed throughout the course

#### *Non - Attending students*

- G Verona (Ed.), *Cases on Technology and Innovation Strategy*. Egea 2007
- M.Schilling, *Strategic Management of Technological Innovation*. McGraw Hill, 2005

### Detailed Description of Assessment Methods

#### *Attending students*

The course is case-based. Not only attendance is recommended, but class interaction and participation will be evaluated. Students will deliver two assignments throughout the course. A final written exam will evaluate students' overall understanding of the topics. Final grade will be computed as follows:

- Class participation (20%)
- Assignments (30%)
- Written exam (50%)

Non - Attending students  
Written exam

| <b>Date<br/>Hour</b>                                      | <b>Lesson/<br/>Exercise</b> | <b>Topic</b>   | <b>Reference</b>  |
|---|-----------------------------|--|---|
| Tuesday<br>18/09/07                                       | <b>1 L</b>                  | Introduction to the course   | <b>S1</b>   |
| Thursday<br>20/09/07                                      | <b>2 L</b>                  | Technology and Technology Strategies in High Tech and Science-Based Industries   | -   |
| Tuesday<br>25/09/07                                       | <b>3 L</b>                  | Technology and Technology Strategies in Low Tech Markets   | Global Wine Wars: New World Challenges Old (A) # 9-303-056          |
| Thursday<br>27/09/07                                      | <b>4 L</b>                  | Part 1. Technology and Market Dynamics<br>Dynamics of Technology Over Time   | <b>S2-S3-S4-S5</b>  |
| Tuesday<br>02/10/07                                       | <b>5 L</b>                  | Competence-destroying and Competence Enhancing Innovations   | Kodak and the Digital Revolution HBS (705448)                       |
| Thursday<br>04/10/07                                      | <b>6 L</b>                  | The Role of Network Externalities  | Case: Adobe Systems, Inc. HBS (9-801199)                            |
| Tuesday<br>09/10/07                                       | <b>7 L</b>                  | Disruptive Technologies  | Eli Lilly: Innovation in Diabetes Care, HBS (696077)                |
| Thursday<br>11/10/07                                      | <b>8 L</b>                  | Disruptive Technologies Reconsidered   | Making SMA L Big: SMA L Camera Technologies, HBS (603116)           |
| Tuesday<br>16/10/07<br><b>TO BE<br/>REALLO<br/>CATED</b>  | <b>9 L</b>                  | From Technology to Design: Dynamics of Technological Design  | MCC SMART: Innovation Must Break The Rules: But How Many? ECCH case |
| Thursday<br>18/10/07                                      | <b>10 L</b>                 | Style as Design  | Gucci Group Harvard Business Case #: 9-701-037                      |
| Tuesday<br>23/10/07                                       | <b>11 L</b>                 | Part 2. Technology Strategy Formulation<br>-<br>The Environmental Factors that Affect the Technology and Innovation Strategy | <b>S6-S7-S8-S9</b>  |
| Thursday<br>25/10/07<br><b>TO BE<br/>REALLO<br/>CATED</b> | <b>12 L</b>                 | Resources for Technology and Innovation  | Bang & Olufsen: Design Driven Innovation 9-607-016                  |
| Tuesday<br>13/11/07                                       | <b>13 L</b>                 | Positioning of Technology and Innovation Strategies  | Case: Ducati (HBS #9-701-132)                                       |
| Thursday<br>15/11/07                                      | <b>14 L</b>                 | Open Innovation  | Wikis at Dresdner Kleinwort Wasserstein: (A), HBS (606074)          |
| Tuesday<br>20/11/07                                       | <b>15 L</b>                 | Brokering as a Tech Strategy   | Edmunds.com (A)<br>Harvard Business School Case 9-701-025           |

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|----------------------|-------------|---|---|
| Thursday<br>22/11/07 | <b>16 L</b> | Ambidexterity   | Revolution at Oticon<br>ECCH: IMD079  |
| Tuesday<br>27/11/07  | <b>17 L</b> | Part 3. Technology Strategy<br>Implementation -Managing the Innovation<br>process | <b>S10-S 11-S12-S13</b><br>Molding the Impossible:<br>The NYPRO/Vistakon<br>Disposable Contact<br>Lens Project Harvard<br>Business School Case<br>9-694-062 |
| Thursday<br>29/11/07 | <b>18 L</b> | Supply chain management   | -   |
| Tuesday<br>04/12/07  | <b>19 L</b> | Marketing Innovations to the End Market   | Marketing<br>antidepressants:<br>Prozac and Paxil 9-<br>502-055   |
| Thursday<br>06/12/07 | <b>20 L</b> | IPR management in high technology<br>industries                                   | -   |
| Tuesday<br>11/12/07  | <b>21 L</b> | Low regime IPR: Unusual cases of<br>equilibrium                                   | -   |
| Thursday<br>13/12/07 | <b>22 L</b> | Real options and Technology Strategy as<br>a Portfolio of Real Options            | -   |
| Tuesday<br>18/12/07  | <b>23 L</b> | How to sell a Technology Strategy   | -   |
| Thursday<br>20/12/07 | <b>24 L</b> | Wrap up and conclusions   | -   |

### Office hours

Office hours: on Thursday at 6:00pm., viale Filippetti 9

Office hours could vary: please check on the website.

### Segreteria IEGI

Viale Filippetti 9, Tel. 02.5836.3504 - email: [segr.iegi@unibocconi.it](mailto:segr.iegi@unibocconi.it)

For any further information please check on the website: <http://www.uni-bocconi.it> > [Ricerca](#) > [Istituti](#) > [IEGI](#) > [Bacheca](#).