

8296 - INNOVATION MANAGEMENT

COURSE SCHEDULE A.Y. 2007-2008

Instructor: Boris Durisin

Objectives and Structure of the Course:

Innovation Management provides a set of integrated frameworks and tools to help a general manager more effectively design and manage the strategies, processes, and organizational structures required for new product introduction. The material in the course includes both conceptual frameworks that help managers understand the nature and characteristics of different types of innovation and of different learning processes. It discusses their impact on new product introductions, as well as practical insights on how to design processes to ensure their effective execution. The course tackles issues at both a strategic level as well as decisions of a more tactical nature.

The course will equip you with frameworks to analyze processes of innovation that shape both emerging and mature industries; it explores both the launch of products in existing businesses as well as new-to-the-world products. An emphasis will be on applicative methodologies. Class discussions will involve real examples of turbulent changes in various industries to better illustrate the ideas and learning of the course.

Course Content Summary

- Organizational Innovation and Innovativeness
- Concept generation methods and project evaluation
- Market testing and market sizing
- New product development and organizing for innovation: frameworks and methodologies

Course Material:

Attending students

- M. CRAWFORD, A. DI BENEDETTO, *New Products Management*, McGraw-Hill, International Edition, 2003, 7th ed.
- Material handout
- Cases
- Reader: Articles
- Personal class notes
- Personal case preparation material

Non - attending students

- M. CRAWFORD, A. DI BENEDETTO, *New Products Management*, McGraw-Hill, International Edition, 2003, 7th ed. (all chapters)
- T. DAVILA, A.J. EPSTEIN, R. SHELTON, *Making Innovation Work: How to manage it, how to measure it, and profit from it*, New Jersey, Wharton School Publishing, 2005 (all chapters)

Note: It is assumed that students are familiar with the content of:

- J. TIDD, J. BESSANT, K. PAVITT, *Managing Innovation: Integrating Technological, Market, and Organizational Change*, Chichester, Wiley & Sons, 2005, 3rd ed.

Assessment Methods

Attending students

For those students attending classes on a regular basis the final evaluation consists of a written exam.

As attending students will qualify participants that attend the class sessions, participate actively at class discussions, and regularly prepare and present case studies.

Non - attending students

The final evaluation consists of a written exam.

Students who are not registered cannot take the exam under any circumstances.

Course prerequisites

Administrative checks are carried out at the end of the exam period. As a consequence, exam reports are also produced for those students who have not yet obtained the required number of credit points to sit the exam. Therefore, the student will still have the opportunity to take the exam. However, the Student Administration Centre will automatically cancel any exams that have been passed without respecting the administrative rules.

Exam conduct

During exams students may decide to withdraw, in which case their papers are not considered valid and the exam result is not registered. For written exams students are deemed to have withdrawn if they do not hand in their exam papers at the end of exam, or if they hand in their exam papers with “withdrawn” printed on them. Handing in written exam papers (whether they are partial or general exams) means accepting the mark the teacher gives the paper, no matter what it is. Withdrawing from an exam is equivalent to not taking the exam.

Exam results

Exams that are awarded a sufficient mark are considered to have been passed and cannot be retaken. Exams that are awarded an insufficient mark are considered to have been failed and must therefore be taken again.

Course program:

<i>Date</i>	PROGRAMME	<i>Study Material</i>
ORGANIZATIONAL INNOVATION AND INNOVATIVENESS		
February, 21: s01, Aula 35	The quest for growth and organizational Innovation	CdB 1 Video 1
February, 22: s02, Aula 35	Course overview	
February, 26: s03, Aula 14	New product success: Basics of the process	CdB 2
February, 26: s04, Aula 14	New product success: Product Innovation Charter	CdB 3
CONCEPT GENERATION METHODS AND PROJECT EVALUATION		

February, 29: s05, Aula 35	Opportunity identification and concept generation: gap analysis	Ford Ka case
March, 11: s06, Aula 14	Opportunity identification and concept generation: gap analysis: AR	CdB 6, CdB 9
March, 11: s07, Aula 14	Opportunity identification and concept generation: gap analysis: OS, joint space	CdB 6, CdB 9
March, 13, s08, Aula 35	Opportunity identification and concept generation: immersion: lead user, empathic design	HBR article
March, 20: s09, Aula 35	Opportunity identification and concept generation: product templates	HBR article
April, 1: s10, Aula D	Concept testing: conjoint	case; CdB 7, CdB 9
April, 3: s11, Aula 35	Concept testing: discovery-driven	HBR article
MARKET TESTING AND MARKET SIZING		
April, 4: s12, Aula 35	Market testing: Pseudo sale, controlled sale, full sale	CdB 18, 19
April, 10: s13, Aula 35	Market sizing: A.T.A.R.	CdB8, CdB11, CdB17
April, 11: s14, Aula 35	Market sizing: Bass and Rogers	CdB8, CdB11, CdB17
NEW PRODUCT DEVELOPMENT AND ORGANIZING FOR INNOVATION		
May, 13: s15, Aula 14	The new product development process: Stage-gate approach	[CdB 13]
May, 13: s16, Aula 14	The new product development process: milestones and iterative approach	[CdB 13]
May, 15: s17, Aula 35	Organizing for innovation: "Lightweight and heavyweight development teams"	CMR article, HBR article
May, 16: s18, Aula 35	Organizing for innovation: Corporate venturing	HBR article
May, 19: s19, Aula 35	Visiting professor: G. Tellis: First to market, first to fail	
May, 20: s20, Aula 32	Visiting professor: G. Tellis: Global Takeoff of Innovations	
May, 22: s21, Aula 35	Visiting professor: G. Tellis: Incumbent's Curse	
May, 23: s22, Aula 35	Visiting professor: G. Tellis: Google vs Yahoo	
May, 27: s23, Aula 33	Organizing for innovation: A summary	
May, 29: s24: Aula 35	Wrap-up and conclusions	HBR article

For example: "CdB 1": CdB refers to the book by Crawford and Di Benedetto (2003); 1 refers to the number of the chapter.

Examination: General exam at the end of the course.

Attendance and participation: Students are expected to attend and participate at the sessions; they have to prepare and present case studies throughout the course.

Methodology

Lecture and discussions will be used for instructor-based presentations. Students will be provided with definitions and concepts in each course module, plus relevant examples.

Guest speakers from leading universities and companies will be invited to lecture in class. Topics covered will include what motivates them to excel, how they implement their ambitious projects, and what guiding principles they apply when facing trade-offs in their activities.

Videos may be incorporated into some class sessions to illustrate major points presented.

In order to achieve the objectives of the course, we will devote the substantial part of our class time to the analysis and discussion of innovation management cases. Lectures will be given to elaborate on key theoretical models and frameworks or to reinforce crucial concepts.

Student responsibilities and testing

Students will be responsible for:

- a) class attendance and participation in class discussions
- b) review and understanding all assigned text material
- c) review and understanding material presented in lecture and the case discussion/assignments
- d) submitting assignments on time (late submissions will be penalized)
- e) taking exam
- f) arriving to class on time

Registration of grade:

Registration is only possible after all work has been submitted as requested. It is the student's responsibility to sign in and appear on the "statino."

Ora ricevimento/Receiving hours:

I docenti del corso sono disponibili al ricevimento studenti (<http://www.uni-bocconi.it> > Didattica > Orari Aule Calendari > Orario di Ricevimento Docenti).

Si ricorda di verificare sempre eventuali spostamenti di orario e luogo sul sito Bocconi.

Segreteria IEGI

Viale Filippetti 9, Tel. 02.5836.3504 – email: segr.iegi@unibocconi.it

Per eventuali ulteriori informazioni si invitano gli studenti a consultare la bacheca IEGI (<http://www.uni-bocconi.it> > Ricerca > Istituti > IEGI > Bacheca).

Exam sessions

Data/Date	Ora/Time	Modalità/Modality
June, 12	17:30 - 19:00	Attending students: Written exam, based on exam material for attending students Non attending students: Written exam, based on course material for non attending students
June, 26	17:30 - 19:00	Attending students: Written exam, based on exam material for attending students Non attending students: Written exam, based on course material for non attending students