STRATEGIC INNOVATION MANAGEMENT
(Elective)
Course Instructor:
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(Fellow of IIM Kozhikode-awarded provisional certificate)

Course Outline

Course Description
This course on Strategic Innovation Management aims to delineate the organizational and strategic factors impelling and impeding innovation in firms. The course explains innovation strategy formulation, modes of innovation diffusion, innovation management frameworks and the methods to measure innovation effectiveness. The course places special emphasis in the understanding of open, social and sustainable innovations and their ethical management. The course also explores the challenges of innovation management in small as well as large firms.

Course Objectives

- To help the participants understand the organizational and strategic factors impelling and impeding innovation in firms.
- To help the participants grow into knowledge management and innovation management roles that requires the critical analysis of innovation strategies and knowledge interactions.
- At the successful completion of the course, it is expected that the participants are enabled to utilize the various sources of innovation including open and social innovation.
- The course would give each participant a fair idea about the challenges in innovation management in developing and emerging economies.
- To guide the participants with pragmatic routes to fulfill a complete innovation process, right from idea generation to a successful entrepreneurship.

Pedagogy
This course outline is designed for 35 hours of interaction in units of 3.5 hours. The pedagogy for this course has been designed to include a combination of case analyses, discussions, role plays, project engagements and lectures. The participants can refer to both the suggested textbooks. A book chapter corresponding to each session’s topic has been suggested in the lesson plan. Since detailed notes will be provided in class, the choice of buying the textbooks is left to the participants will. For each session an article and a case has been suggested for reading. Mostly, practice oriented articles have been suggested for reading. The participants are expected to come prepared for each class with the suggested readings and case analyses, be responsive in class and contribute to class discussions with relevant comments or critiques in a manner that is respectful to other fellow participants, and undertake their fair share in group activities. The participants are expected to maintain academic decorum and follow ethical and moral standards in the classroom as well as during examinations.

Readings

A collection of classic and/or influential journal articles have been suggested for reading as well.

### Session plan

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<tr>
<th>Session</th>
<th>Topic</th>
<th>Reading</th>
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| **Session 1** | Notions of innovation | **Book chapters**
| | Types of innovation | Tidd Ch. 1- What is innovation and why does it matter?
| | Strategic capabilities | Tidd Ch.2- Innovation Strategy
| | for the different innovation strategies | Tidd Ch.3- Identifying strategic capabilities
| | Dynamic Capabilities | **Article**
| | | **Case**
| | | Herman, Kerry; Eisenmann, Thomas. “Google Inc” Harvard Business School Cases. Jan 01, 2006, p1. 33p
| **Session 2** | The process of innovation in firm | **Book chapters**
| | Role Play | Tidd Ch.5- Innovation as a process
| | | Tidd Ch. 9-Selecting innovation projects
| | | Tidd Ch. 10- Developing new products and services
| | | Tidd Ch.12- Commercialization and diffusion of innovations
| | | **Article**
| | | **Case**
| | | In groups of 6-7 the participants can play the roles in the case and depict the challenges and solutions in the case. This will be followed by a detailed debriefing session.
| **Session 3** | Sources of innovation in firms | **Book chapters**
| | Push and Pull innovation | Tidd Ch. 6- Sources of innovation
| | Case Analysis | **Case**
| | | Deshpande, Rohit; Scholman, Seth M. “Modi-Revlon” Harvard Business School Cases. Jun 2003, p1. 18p
| **Session 4** | Knowledge management for innovation | **Book chapters**
| | Knowledge search strategies | Tidd Ch.7- Search strategies for innovation
| | Absorptive capacity | Tidd Ch. 13- Exploiting knowledge and intellectual property
| | Case Analysis | **Case**
| **Session 5** | Pivotal role of strategic leadership and social capital in technology and innovation management | **Book chapters**
| | | Tidd Ch.4- Leadership and organization of innovation
| | | Mid Term Exam (2.5 hours)
| **Session 6** | Creativity, constraints (internal and environmental), and innovation | **Book chapters**
| | | Tidd Ch. 20- Innovation in developing and emerging economies
| | | **Case**
| | | Beyersdorfer, Daniela; Austin, Robert D. “Bang and Olufsen, design driven innovation” Harvard Business School Cases. Sep 01, 2006, p1. 24p
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<tr>
<th>Session</th>
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<th>Resources</th>
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<tr>
<td>7</td>
<td>Open innovation and Social innovation Case Analysis</td>
<td>Tidd Ch. 17- Exploiting open innovation and strategic alliances</td>
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<td>Case</td>
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<td>Thomason, Bobbi; Marquis, Christopher; Kornreich, Marley C. “ Social innovation at Salesforce.com” Harvard Business School Cases. Aug 01, 2011, p1. 19p</td>
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<td>8</td>
<td>Strategic alliances for innovation Case Analysis</td>
<td>Tidd Ch.1- Learning through alliances</td>
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<td>Tidd Ch. 7–Search strategies for innovation</td>
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<td>Tidd Ch. 17- Exploiting open innovation and strategic alliances</td>
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<td>Case</td>
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<td>9</td>
<td>Development of new markets from disruptive innovation</td>
<td>Tidd Ch. 18- Exploiting discontinuous innovation</td>
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<td>Article</td>
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<td>Project Presentation (Each group will get 10 minutes to present)</td>
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<td>10</td>
<td>Sustainability led eco-innovation management Ethically managing innovation</td>
<td>Tidd Ch. 21. Sustainability</td>
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<td>Case</td>
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**Evaluation**

**Quizzes (10%)**

Three surprise quizzes throughout the schedule of the course to gauge the preparedness and understanding of the class.

**Project (30%)**

In groups of 6-7 participants are expected to choose a local business model of their choice and suggest an organizational innovation in product, process, technology or administration. All the projects will be judged on the basis of their originality, practical viability and financial feasibility, by all the participating groups (excluding themselves) and the course instructor. The best projects chosen can be given an opportunity to showcase their business plans in front of venture capital and incubation cells. The projects need to be presented in the 9th session.

**Mid and End Term Exams (60%)**

The mid and end term exams would be in class and in closed-book format.