

Harvard University Extension School MGMT E-5420
Innovation, Entrepreneurship, and Business Transformation
Course Syllabus, [Version 3, September 4, 2015](#)

Fall Term 2015

Meetings: Mondays 7:40-9:40 p.m., Harvard Hall 201

Instructors:

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Office Hours: By appointment and 30 minutes before and after each class.

Course Description

Napster, Apple and Amazon destroyed Tower Records, Musicland and Borders. Smart phones and tablets are threatening the personal computers that displaced mainframes and minicomputers. The Netflix business model and technology drove Blockbuster to bankruptcy. Cirque du Soleil created an uncontested market by blending circus with theatre. Disruptions like these challenge conventional approaches for creating and guiding organizations. They compel us to see the familiar in new ways.

Creating new businesses, capturing new markets, enhancing organizational effectiveness occur through innovation, transforming processes - or both. New technologies, processes, competition and globalization compel entrepreneurs and existing firms to distance from the familiar and foster innovation and agility. This course examines successful strategies, business models, frameworks, funding, barriers and risks for introducing break-through products and services. Topics include business model innovation, strategic leadership, human centered and design-driven innovation, knowledge and change management.

Goals

Students will develop skills and insights for evaluating, articulating, refining, and pitching a new product or service, either as a start-up business or a new initiative within an existing firm. This course is appropriate for all students interested in innovation and design as necessary components of new businesses today.

Required texts:

1. Mauborgne, René, **Blue Ocean Strategy** (Expanded Edition), Boston: Harvard Business School Press; 2015. ISBN: 978-1-59139-619-2.
2. Schrage, Michael, **The Innovator's Hypothesis**, Boston: MIT Press; 2014. ISBN: 978-0-262-02836-3.
3. Westerman et al., **Leading Digital**, Boston: Harvard Business School Press; 2014. ISBN 9781625272478.

Required articles (available with discount at <https://cb.hbsp.harvard.edu/cbmp/access/38140503>)

1. Drucker, Peter "Discipline of Innovation" (available at www.hbsp.org)
2. Iansiti & Lakhani, "Digital Ubiquity" (available at www.hbsp.org)
3. Christensen et al.: "Marketing Malpractice" (available at www.hbsp.org)
4. Nohria, Joyce, "What Really Works" (available at www.hbsp.org)
5. Anthony, Scott et al.: "Innovation Isn't the Answer to All Your Problems" (available at <https://hbr.org/2013/07/innovation-isnt-an-idea-proble>)

- Hand-outs and other materials as assigned.

Highly recommended optional reading:

O'Hara, Sarah, "**How to Tell a Great Story**;" HBR Blog Network, July 30, 2014
 Berger, Warren, **A More Beautiful Question**, New York: Bloomsbury; 2014. ISBN: 978-1-62527-449
 Berkun, Scott, **The Myths of Innovation**, Sebastopol: O'Reilly Media; 2010. ISBN: 978-1-449-38962-8.
 Catmull, Ed, **Creativity, Inc.**, New York: Random House; 2014. ISBN 978-0-8129-9301-1.
 Smith, Paul, **Lead with a Story**, New York: AMACON, 2012. ISBN: 978-0-8144-2030-0

Recommended reading:

Adner, Ron, **The Wide Lens**, New York: Penguin Books, 2012.
 Amabile, Theresa, "How to Kill Creativity" (available at www.hbsp.org)
 Chesbrough, Henry, **Open Innovation**; Boston, Mass.: Harvard Business School Press, 2003.
 Christensen, Clayton M., **The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail**, Boston, Mass.: Harvard Business School Press, 1997.
 Duggan, William, **Creative Strategy**, New York: Columbia Business School Press, 2013.
 Duggan, William, **Strategic Intuition**, New York: Columbia Business School Press, 2007.
 Fallon & Senn, **Juicing the Orange: How to Turn Creativity into a Powerful Business Advantage**, Boston, Mass.: Harvard Business School Press, 2006.
 Fraser, Heather, **Design Works**; Toronto: University of Toronto Press, 2012.
 Govindarajan, Vijay & Trimble, Chris, **10 Rules for Strategic Innovators**; Boston: Harvard Business School Press, 2005.
 Govindarajan, Vijay & Trimble, Chris, **Reverse Innovation**; Boston: Harvard Business School Press, 2012.
 Hamel, Gary, **The Future of Management**; Boston: Harvard Business School Press, 2007
 Hammer, Michael & Champy, James: **Reengineering the Corporation: A Manifesto for Business Revolution**; New York: HarperBusiness, 1993.
 Harvard Business School Faculty, **Entrepreneur's Toolkit**, Boston, Harvard Business School Press, 2005.
 Heath, Chip and Heath, Dan: **Switch: How to Change Things When Change Is Hard**; New York,, Broadway Books, 2011.
 Kahneman, Daniel, **Thinking, Fast and Slow**, New York: Farrar, Straus & Giroux, 2011.
 Kaplan, Saul, **The Business Model Innovation Factory**, Hoboken: John Wiley & Sons, 2012.
 Keeley, Larry, et al., **Ten Types of Innovation**, Hoboken: John Wiley & Sons, 2013.
 Kingdom, Matt, **The Science of Serendipity**, Hoboken: John Wiley & Sons, 2012.
 Kotter, John P., **Leading Change**, Boston: Harvard Business School Press, 1996.
 Kuhn, Thomas S., **The Structure of Scientific Revolutions**, [2d ed.] Chicago: University of Chicago Press, 1996.
 Levitt, Stephen D. and Dubner, Stephen J., **Freakonomics: A Rouge Economist Explores the Hidden Side of Everything**, New York: HarperCollins, 2005.
 Martin, Roger, **The Design of Business**, Boston, Harvard Business School Press, 2009.
 Miller, Roger & Cote, Marcel, **Innovation Reinvented**, Toronto: University of Toronto Press, 2012.
 Montgomery, Cynthia, **The Strategist**, New York: Harper Collins, 2012.
 Morris, Langdon, **The Innovation Master Plan**, Walnut Creek: Innovation Academy, 2011.
 Mullins, John W., **The New Business Road Test**, Second edition, Harlow, England: FT Prentice Hall, 2006.
 Nielsen, Michael, **Reinventing Discovery, The New Era of Networked Science**; Princeton: Princeton University Press, 2012.
 Sawhney, Mohan & Zabin, Jeff, **The Seven Steps to Nirvana**; New York: McGraw Hill, 2001.
 Verganti, Roberto, **Design-Driven Innovation**, Boston, Harvard Business School Press, 2009.
 Zook, Chris, **Profit from the Core**, Harvard Business School Press, 2001.

Course Requirements

Participation

Students are expected to attend all classes, and active participation in class is required. Active participation is not just attending class, but it includes being well prepared and engaging in active discussions (20% of grade).

Readings

Readings are assigned for each class; students are expected to complete the readings prior to the class.

Reading Summaries

For each reading, students are required to submit a very brief (two to three sentences) summary of the main points of the author(s). What is the essence of their ideas? What did you learn from the reading? These summaries should be typed or written legibly and submitted at the beginning of each class session. These summaries may serve as the basis for class discussion of the readings. Late summaries will be accepted if prior arrangements have been made with the instructor, but will be given reduced points based upon the number of sessions it is late (40% of grade).

Business Plan or Project

A business plan including the "Pitch" or a project is required. This should represent significant effort and can take the form of a business plan, commercialization of a scientific discovery, or a proposal or case study of an enterprise transformation initiative. Team or group projects are encouraged. All project proposals must be approved in advance. On-going advice and assistance will be available (40% of grade).

Supplemental Book Review (Optional)

Because of the vast body of knowledge in the subject area that there is insufficient time to cover in the course, you are encouraged to explore some of the additional supplemental readings. You have the option to select an additional book to read from the Supplemental Book Review reading list that will be distributed in the first class. If you prepare a book review, not to exceed two pages, you will receive extra credit. Before beginning the book review, you need to communicate with the Instructor regarding the book you have selected.

One Minute Papers

At the end of each class, students are asked to take a minute writing an assessment of that class. You are asked to address two questions:

1. What went well in today's class; what part was particularly stimulating.
2. What didn't work as well; what part was confusing or too peripheral.

These papers are unsigned and ungraded. Their sole purpose is to provide constructive feedback to permit continuous improvement in the content and form of the course.

Academic Honesty

Appropriate citation of the work of others is required. Plagiarism will not be tolerated. A failing grade will be assigned to any paper or project not offering proper citations. All work submitted to meet course requirements -- papers, assignments, lab work, and examinations -- is expected to be the student's own work. Without prior written approval by both instructors, students may not submit the same material, in substance or in writing, to two courses, nor may students purchase written work. You are responsible for understanding Harvard Extension School policies on academic integrity (www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity) and how to use sources responsibly. Not knowing the rules, misunderstanding the rules, running out of time, submitting "the wrong draft", or being overwhelmed with multiple demands are not acceptable excuses. There are no excuses for failure to uphold academic integrity. To support your learning about academic citation rules, please visit the Harvard Extension School Tips to Avoid Plagiarism (www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism), where you'll find links to the Harvard Guide to Using Sources and two, free, online 15-minute tutorials to test your knowledge of academic citation policy. The tutorials are anonymous open-learning tools.

Grading FormulaParticipation

Students are expected to attend all classes and actively participate in class. Participation is graded and worth 20% of the final grade.

Reading Summaries

Each summary will be graded on a scale of 1 to 10. The average grade for all summaries submitted will count for 40% of the final grade. Missing summaries or late are graded down and can significantly lower the average.

Project

The final project will count as 40% of the final grade.

Supplemental Book Review

One grade level can be added to the final grade (e.g., "B" to "B+") for completing an acceptable book review. The submission of a book review is optional.

Office Hours

The Instructors will usually be available one-half hour before and after each class and by appointment or for telephone discussions. Call for either an appointment or a phone conversation.

On-line Resource

Please join the LinkedIn group [Innovation Entrepreneurs](#) for ongoing discussions with current and former students. Access the Extension School Portal iSites to get copies of lecture slides and some of the required articles.

The Extension School is committed to providing an accessible academic community. The Disability Services Office offers a variety of accommodations and services to students with documented disabilities. Please visit www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility for more information.

PLEASE NOTE: THIS SYALLBUS IS SUBJECT TO CHANGE AT THE DISCRETION OF THE INSTRUCTOR.

Course Outline**MGMT E-5420 Fall 2015***Subject to Revision***July 12, 2015**

Date	Topics	Readings	Other
31 Aug	Overview, objectives, requirements, introductions, team building exercise.		
7 Sept	Labor Day – NO CLASS		
14 Sept	Exploring innovation & creativity	1. <u>Leading Digital</u> chaps. 1-4; 2. “Discipline of Innovation”	Summaries 1 & 2
21 Sept	Innovation as a core competence	3. <u>Leading Digital</u> chaps. 5-8;	Summary 3
28 Sept	Managing for innovation; “Design Thinking”	4. <u>Leading Digital</u> chaps. 9-end;	Summary 4
5 Oct	Entrepreneurship fundamentals	5. <u>Blue Ocean Strategy</u> chaps. 1-2;	Summary 5
12 Oct	Columbus Day – NO CLASS		
19 Oct	Creating and selling differentiated products/services	6. <u>Blue Ocean Strategy</u> chaps. 3-6;	Summary 6
26 Oct	Business Model Innovation	7. <u>Blue Ocean Strategy</u> chaps. 7-11; 8. “Marketing Malpractice;	Summaries 7 & 8
2 Nov	Understanding Customers	9. <u>The Innovator’s Hypothesis</u> chaps. 1-6;	Summary 9
9 Nov	Venture Capital financing	10. <u>The Innovator’s Hypothesis</u> chaps. 7-10	Summary 10
16 Nov	Growth strategies; Mass Challenge	11. <u>The Innovator’s Hypothesis</u> chaps. 11-15;	Summary 11
23 Nov	Embedding innovation and execution	12. “Just in Time Strategy”;	Summary 12
30 Nov	Strategy in context	13. “What Really Works”	Summary 13
7 Dec	The value of stories; Business Plan Presentations	14. “Innovation Isn’t the Answer to All Your Problems;” 15. (optional) “How to Tell a Great Story”	Summary 14, Projects
14 Dec	Business Plan Presentations		Projects
21 Dec	Business Plan Presentations		Projects