Course Introduction and Syllabus

Zhejiang University

Course code：

Course title：Technology and Innovation Strategy

Credit：2   **Teaching hour per week：2 hours/week**

Instructor: Dr. Dong WU   **Email: wudong@zju.edu.zn**

Office: Room 1101B, School of   **Office hours: Tue.1:00-5:00 pm, or by appointment**

Management Building

Target students：N/A

Prerequisites：N/A

I. Course Introduction

Technology and innovation strategy is the most active area of management in recent years. This course expands on all aspects of the technology and innovation strategy, combining the theoretical frontiers of technology and innovation, and incorporating innovative practices from the world's best innovators. This course will systematically include seven modules: (1) Basic Frameworks and Toolkits; (2) Systems and Platforms; (3) Commercialization; (4) Experiments in Commercialization; (5) Product development; (6) Global Value Chains; (7) Commercializing Web2.0.

II. Teaching Objectives

i. Learning Objectives

This course (1)provides a meaningful introduction to organization and to current philosophies on how to manage organizations by technology and innovation strategy; (2)provides a clear understanding of the role of technology and innovation strategy in managing organizations, both now and in the future; (3)facilitates the learning of concepts, frameworks, and approaches of technology and innovation strategy; (4)presents material that is interesting, informative, and useful for students.

ii. Measurable Learning Outcomes

Expected learning outcomes for students include:

1) Cultivating the ability to apply frameworks and toolkits to analyze business problems of a randomly given case in the global context.

2) Cultivating the ability to generate innovative ideas in simulated consulting assignments.

3) Cultivating the ability to create innovative solutions from different perspectives in simulated consulting assignments.

4) Cultivating the ability to analyze business opportunities from the environment in a case setting.

5) Cultivating the ability to know the systematic categories of uncertainty in real business cases.

6) Cultivating the ability to understand fundamental concepts and frameworks among management, information technology and internet economy in group work presentations.

III. Course Requirements

i. Teaching Methods and Requirements

1) Every week students must participate in class activities. Students are expected to prepare for and attend all classes to gain full benefit from the course.

2) **Lectures** will be given to present the key conceptual material through discussion and interaction between lecturer and students. Lectures are supported by readings, class discussions and illustrations of real-world case examples.

3) **Video presentations** may be used to critically evaluate the integration of principles and practices of technology & innovation management, and to discuss the latest issues facing the technology & innovation management in China.

4) **Course calendar** The course calendar (as presented below) details scheduling information. Note that this calendar may change as the course proceeds. Any changes will be announced at lectures and be detailed in class and by email.

5) **Simulated consulting exercises** It gives participants an opportunity to develop skills in analyzing markets. Students who take this class practice solving simulations of actual consulting problems.

6) **Case discussion.** It presents case material that is interesting, informative, and useful for students. It will briefly discuss these cases in class after everyone has turned them in. Students should be prepared to discuss their group's answer. Be ready to show-off their answer and defend it against skeptics. Be ready to learn from their fellow student. If the student pass, the only feedback they will receive will be this discussion in class.

These activities should be prepared for by reviewing information detailed in class and completing any assigned readings. Students unable to attend a lecture are expected to catch up on missed material. Unless stated otherwise, all aspects of the course are examinable.

ii. Course Evaluation and Grading

All material presented is examinable (except where stated otherwise) by assignments and the final report. All-important assessment information such as due dates and times, content, guidelines and

so on will be discussed at lectures and, where appropriate, detailed by email. Students are responsible for ensuring that they are aware of this information, keeping track of their own progress, and catching up on any missed classes.

Assessment	Due date	% of final grade
Class participation	On going	30%
Simulated consulting exercises presentation	TBC	40%
Final Report	Formal University Exam Period	30%

Grading System

The grading scheme used at Zhejiang University is:

A+   (95-100)   Outstanding, flawless

A   (91-94)   Excellent, clear & concise, innovative

A-   (85-90)   Polished, well organised, logical

B+   (80-84)   Solid, good layout

B   (75-79)   Solid but flawed, a few errors, demonstrates understanding

B-   (70-74)   Adequate, needs polishing

C+   (65-69)   Demonstrates very basic understanding, no originality, repetitive of text book

C   (60-64)   Shallow, limited understanding, errors in material & layout (grammar & spelling)

C-   (55-59)   Barely adequate, poorly organized

D   (50-54)   Inadequate, demonstrates well below expected understanding, many errors

F   (<50)   Not acceptable level, unprofessional, very poor

Late Assignments
Late homework will not be accepted. All late homework receives a fail for everyone in the group. Remember: it is due at the start of class, not at the end of the day, not the next day. Please email early if you know that you will miss class.

Extensions can only be given by your lecturer and only in special circumstances such as:
- Illness: a medical certificate is required
- Family emergency
- Representative activities (sport, cultural, academic etc)

Verification of circumstances is required to validate extensions.

Computer problems are not deemed to warrant extensions, except in the situation of Zhejiang University's computer system failing. Students should ensure they allow sufficient time to overcome these problems before the assignment is due. **Students are expected to keep hard copies, draft and backup files of work done.** These can then be used in cases of computer failure, plagiarism, and in other circumstances as required. **Full academic workloads and work commitments are not deemed to warrant extensions**, as students are aware of requirements at the beginning of semester as featured in syllabi.

Referencing Style and Style Guide
For this paper the referencing style is APA or Harvard. Style guides will be made available in the first lecture.

Dishonest Practice and Plagiarism

Students should ensure that all submitted work is their own. Plagiarism is a form of dishonest practice (cheating). It is defined as copying or paraphrasing another's work and presenting it as one's own. Any student found responsible for dishonest practice in any piece of work submitted for assessment shall be subject to the University's dishonest practice regulations, which may result in serious penalties, including forfeiture of marks for the piece of work submitted, a zero grade for the course, or in extreme cases, exclusion from the University. The university reserves the right to use plagiarism detection tools. Students are advised to inform themselves about University policies concerning dishonest practice and take up opportunities to improve their academic and information literacy.

IV. Teaching Schedule (tentative)

Week	Venue: West 2-516, Zhejiang University	Date
1	**Topic 1: Basic Frameworks and Toolkits**	
	Topic 1a: Adoption and Evolution	
2	*Topic 1b: Attackers' advantage during diffusion*	
3	*Topic 1c: Installed Base and Standards*	
4	**Topic 2: Systems and Platforms**	
	Topic 2a: Classic framework and new approaches	
5	*Topic 2b: Developing a multi-sided platform at Google*	
6	**Topic 3: Commercialization**	
	Topic 3a: Commercialization Strategy	
7	*Topic 3b: Merger for knowledge transfer*	
8	**Topic 4: Experiments in Commercialization**	

	Topic 4a: Creating markets for intellectual property	
9	*Topic 4b: Online without intellectual Property*	
10	**Topic 5: Product development**	
	Topic 5a: Traditional product development strategy inside on firm	
11	*Topic 5b: Extending functionality of a* platform	
12	**Topic 6: Global Value Chains**	
	Topic 6a: Climbing global value chains	
13	*Topic 6b: Conflicting aspirations in global value chains*	
14	**Topic 7: Commercializing Web2.0**	
	Topic 7a: User-contributed content	
15	*Topic 7b: Entrepreneurship and user participation*	
16	*Final Report*	

Note: This is a newly developed course for QTEM project, and the syllabus is only for reference.
Exact syllabus should be made according to the real condition on site.

V. References and Recommended Readings

While there is no essential textbook for this course, a number of key texts are recommended below and other relevant reading specific to each lecture will be made available to students electronically at least a week before the scheduled lecture.

Geoffrey Moore, *To Succeed in the Long Term, Focus on the Middle Term*, Harvard Business Review, July 2007.
Wolter Lemstra, Vic Hayes and John Groenewegen, *"Crossing the Chasm: the Apple AirPort."* Chapter 4 of *The Innovation Journey of Wi-Fi: The Road to Global Success,* Cambridge Press.
Rosenberg, Nathan, *"Uncertainty and Technology Change"* in Landau, Taylor and Wright (Eds), *The Mosaic of Economic Growth,* Stanford University Press, Stanford, CA. 1996.pp. 334-356.

References to a variety of relevant articles and book chapters will be provided at the end of most lectures. Students are encouraged to read independently to develop a comprehensive understanding of the concepts discussed in the lectures.

VI. Website for Teaching Materials