浙江大学课程教学大纲

Syllabus

Innovation Management

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0006098

课程代码 Course No：20125070

课程名称 Course Name：创新管理 Innovation Management

课程类别 Type of Course：本科 Compulsory Course for Majors in Information Management and Information Systems, Business Administration

学分 Academic Credit：2   周学时 Teaching Hours/week：4

面向对象：管理学院工商管理、信管等专业本科生

预修课程要求 Pre-requisites：管理学 Fundamentals of Management

一、 课程介绍 Course Introduction

创新是一个国家、民族、企业、个人在当前变革时代持续发展的动力之源。创新需要有效的管理。本课程面向建设创新型国家的战略需求，定位于培养学生的创新能力，帮助学生掌握创新管理相关理论知识、规律、特点、方法与实践技能；培养学生提出、分析并解决创新管理实际问题的能力。课程以课堂讲授、案例分析、分组讨论及小型专题论文以主要授课形式。

本课程具体内容包括创新概念、创新重要性、创新类型、创新战略、新产品开发方法（如头脑风暴）以及如何进行商业模式创新、服务创新、破坏性创新、开放式创新等创新。

Over the past two decades, management of technology and innovation has steadily emerged as an important and challenging area for both academic research and industry practice. This course is to provide fundamental theories and practices of technology and innovation management in order to improve the innovation capabilities of students through the case discussion, lectures, projects, and reports in the course. After the teaching, the students will understand the basic knowledge, tools and methods of technology and innovation management and practice the tools of technology and innovation management during the course.

The following parts will be included in this course: the concept of innovation and innovation management, the contribution of innovation and innovation management, innovation strategies, types of innovation, new product development tools such as the brainstorming, and how to do the business model innovation, service innovation, disruptive innovation and so on.

二、教学目标 Course Objectives

　　了解创新流程、用户创新、数字信息时代的创新、以及创新商业化的知识要点，掌握市场和设计驱动的产品开发过程；能采用相关知识和工具进行技术创新问题分析并提出某实践问题的创新解决方案。

Understand the key theories and tools in the technology and innovation management, including the innovation process, new product development, user innovation, business model innovation, innovation strategy driven by AI and digital technology, and so on. Master the tools to do the new product development, such as design thinking and brainstorm. Have the ability to propose innovative solutions to a practical issue.

三、教学模式 Teaching Approach and Learning

课程融合了授课、课堂作业、案例讨论等方式，使得每位同学都能得到多样化体验和多维度的收获。

学生要求参与课程每项活动，参与最后作业展示。

In order to follow and implement the objectives of this course we combine a lecture approach, action learning project, case study approach as the major teaching methods. All of them would help understanding the theoretical and practical aspects of global strategy and innovation.

The students are asked to participate in the lectures and the case discussion. Every member of a team should join the final presentation.

四、考核 Evaluation

评价方法 Assessment Items	占比 Percentage
出勤 Attendance	15%
课堂活跃度 Participation in discussion	10%
个人作业 Individual work	35%
案例分析 case analyses	20%
在线测试 on-line exam (True-false, choice questions)	15%
团队作业 Team Project	40%

Rules of Scores:

-   >90, less than 20%
-   Average score: between 80 to 85

团队作业 Team Work：40%

以小组为单位，应用课程理论和工具，就实际中某一实际问题设计一个新产品/新服务。

2022 年主题：低碳社会

要求：

➢ 低碳社会建设相关的实践问题之一

➢ 采用和体现创新管理课程所学理论和工具

➢ 请考虑解决方案的可行性、新颖性等

➢ 最后一次课进行团队 PPT 或实物原型展示

➢ 提交：学在浙大系统提交汇报 PPT 以及不少于 1000 字的解决方案的文字介绍

Team members work together to propose a solution (a product or a service in general) to a problem in the life, using the theories and tools on technology and innovation management.

The Theme in 2022 is: Low-carbon Society

Requirements include：

- A practical problem in the process to be low-carbon society

- Use theories and tools of technology and innovation management.

- Please consider the feasibility, novelty, reasonability of the solution.

- It will be perfect if the team shows the demo during the final presentation at the end of the course.

- Submission: PPT file + a description of solution in word （no less than 1000 words） to the system.

个人案例作业 Individual Case Analyses 20%

请选择近两年依靠创新快速崛起的中国企业或中国创新产品作为分析对象，运用课程知识点进行案例分析，撰写一个创新管理微案例。作业语言：英文。

具体要求：

与课堂分析的案例不同。如同一公司，需要选择不同的创新实践和类型。应突出某一个创新视角，不要面面俱到。鼓励原创。

提交：word 文字版本。

Please select a growing-fast Chinese firm or an emerging popular innovative product in the past two years as your analyses target, adopt a theory from the course to analyse the innovative practices and finish a report of case analysis. Language: English

Requirements include:

o Not the same case as what has been introduced in the course. If the company is same, please select the different innovation practices or strategies.

o Please focus on one perspective of innovation practices.

o Original and novel case is encouraged.

o **NO plagiarism**. Please keep the duplication rate lower than 10%. If the duplication rate is higher than 20%, the score of the work will be **0**. Please use the citation in your work. The APA format is recommended.

o Submission: a file in word (doc or docx file) to the system. File format: doc or docx file. Times New Roman, 12pt, 1.5 lines as the line space.

五、教学安排与教学日历 Main Content and Teaching Schedule

教学周次 Week	授课要点 Main Contents
1	课程介绍，创新与发展关系。通过案例让学生了解创新和创新管理的重要性，创新概念和创新类型 Course Introduction, innovation and growth。 Through cases, students will know the importance of Innovation and innovation management, concept of Innovation and Innovation management, types of innovation
2	新产品开发管理.通过课程游戏让学生了解模糊前段的概念和特征，熟悉新产品开发流程和新产品开发管理的常用方法和工具。 Management of new product development. Through the game, students will understand the concept and characteristics of fuzzy front end, aware and master the tools and process of new product development and management.
3	商业模式创新：商业模式和商业模式创新的概念，商业模式创新画布，商业模式分析工具。小米商业模式变化 Business Model innovation: introduce the concept and key items of business model, business model canvas and business model innovation, using case to learn the importance of business model, and how to do business model innovation. Development of Business Models of Xiaomi
4	服务创新。服务创新基本特征，通过课程案例分析和比较服务业的创新，制造业的服务化发展，以及两者异同点和融合.传化智能作为案例之一。 Service Innovation. Introduce the basic characteristics of service

	innovation, compare the service innovation of service industry and the servitilization of manufacturing industry via cases. Transfar as case.
5	创新战略：通过华为和蔚来等案例介绍创新战略类型，分析自主创新的战略意义和必要性，提升创新能力的方法，区分开放式创新与分布式创新。比较特斯拉和蔚来的战略。商飞案例讲解合作重要性。 Innovation strategy: through cases, such as Huawei and Nio, introduce the types of innovation strategy, indicate the importance of indigenous innovation strategies of Chinese firms, discuss the advantages and disadvantages of leaders and followers, the ways to improve innovation capabilities, compare the open innovation and close innovation. Compare the strategies of Tesla and Nio. Case of COMAC is for collaboration.
6	破坏式创新：破坏式创新的概念和特征，破坏式创新重要性，基本方式，通过案例分析不同破坏式创新的适用条件，探讨在位企业与新创企业如何应对破坏式创新挑战。 Disruptive Innovation: Cases are used to introduce the concept, characteristics and importance of disruptive innovation. In addition, after the illustration of types of disruptive innovation and their decision criteria, the strategies of incumbents and start-ups to deal with the challenges of disruptive innovation are discussed.
7	创新组织和创新文化：介绍变革对创新和组织的影响，数字化社会带来的创新组织变化，了解创新文化的重要性。腾讯案例讲解指数型组织。数字技术用来讲解指数型发展。 Innovation organization and Innovation culture: Illustrate the influence of great changes on innovation and organization, changes and new characteristics of innovative organization and innovative culture in the digital economy. Tecent is used as the case of exponential organization and digital tech is used to draw the exponential growth in businesses and society.
8	课程总结和创新点子秀 Summary of course and Innovative Solution Presentation

六、参考教材及相关资料 References

- Bessant, John & Tidd, Joseph, Managing Innovation: Integrating Technological, Market and Organizational Change (Seventh edition). John Wiley & Sons, 2020. ISBN: 978-1-119-71319-7, 624 Pages

- Schilling, Melissa, Strategic Management of Technological Innovation (6th Edition), McGraw-Hill, 2020, ISBN10: 1260087956, ISBN13: 9781260087956

- 陈劲，郑刚， 2021，创新管理（精要版），北京大学出版社