



APPLIES TO ACADEMIC YEAR
2002/2003

GRA 6821 Technology Strategy and Strategic Technology

Program

Master of Science in Business Administration (MScBA), Specialization Course

Responsible for the course

Espen Andersen

Department

Strategy

Term

Spring

ECTS Credits

6

Objective

Technology – in the widest sense of the word – shapes the competitive landscape by changing what is possible. This course aims to give students a thorough understanding of the impact of technology on business strategy, how technology evolves and affects markets and competition. The students will study the interaction between technology, management and strategy, learn to recognize and understand disruptive technologies, use frameworks and models in a case-based setting to analyze technologies and learn how to manage technology innovation and commercialization. A number of technologies will be studied, including the disruptive impact and innovative dimensions of the Internet and other forms of information and communications technologies.

Prerequisites

A basic course in Strategy

Compulsory literature

Shapiro, Carl & Hal R. Varian 1999 *Information Rules : A Strategic Guide to the Network Economy*. Boston, Mass.:Harvard Business School Press
(For more information, check out the dedicated Web site at [http://www.inforules.com/.](http://www.inforules.com/))

Utterback, James M. 1994. *Mastering the dynamics of innovation : How companies can seize opportunities in the face of technological change*. Boston: Harvard Business School Press.

electronic selections from <http://www.espen.com/courses/gra6821/>

Recommended literature

Christensen, Clayton M. 2000. *The innovator's dilemma*. Rev. ed. New York:HarperBusiness

Course outline

- technology evolution and technology history
- disruptive and sustaining technologies
- entering new markets with technology

- linking strategy and innovation
- building strategic innovation capability
- technology market structure and evolution
- componentization and integration
- industry structures and competitive environments in eBusiness
- electronic markets and market facilitators
- technology implementation and institutionalization

Computer-based tools

No specific uses of technology, but familiarity with and an interest in use of the Internet and personal information technology tools is assumed.

Course structure

The course is structured as a combination of lectures, discussions, in-class activities, case analysis, and student presentations.

It requires substantial amount of preparation by the students and active involvement during class.

Evaluation

Term paper with presentation: 50%. In-class participation: 25%. Individual written assignments during course: 25%.

Evaluation code(s)

GRA68211 Term paper 50%

GRA68212 Class participation 25%

GRA68213 Individual written assignments 25%

Aids at the examination

None

Makeup exam

Next time the course is offered