APPLIES TO ACADEMIC YEAR 2004/2005

GRA 6821 Technology Strategy and Strategic Technology

Program
Master of Business and Economics Program, Master of Science in Business, Master of Science in Business (Information Technology Mangement), Master of Science in Business (Strategy), Master of Science in Management, Specialization Course

Responsible for the course
Espen Andersen

Department
Strategy and Logistics

Term
According to study plan

ECTS Credits
6

Technology – in the widest sense of the word – shapes the competitive landscape by changing what is possible. In a complex process of co-evolution of technology and its uses, new business strategies are enabled and new companies and industries created. More and more, to understand strategy is to understand, if not the details, at least the effect and the evolutionary direction of technology.

Objective
This course aims to give students a thorough understanding of the impact of technology on business strategy, and 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
Christensen, Clayton M. and Michael Raynor. 2003. *The Innovator's Solution: Creating and Sustaining Successful Growth* . Boston: Harvard Business School Press.
Articles and cases on paper and electronically - for details seehttp://www.espen.com/courses/gra6821/

Recommended literature
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.
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
- the politics of technology

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. Blackboard/homepage

Course structure
The course is structured as a combination of lectures, discussions, in-class activities, case analysis, and case discussion.
It requires substantial amount of preparation by the students and active involvement during class.

Evaluation
Your course grade will be based on the following activities and weights:
Term paper (in groups of up to 3 students): 50%. In-class participation: 25%. Individual written assignments during course: 25%.

Evaluation code(s)
GRA68214 accounts for 100 % of the final grade in the course GRA 6821

Aids at the examination
All

Makeup exam
Next time the course is offered

All information on the course can be found
at http://www.espen.com/courses/gra6821