APPLIES TO ACADEMIC YEAR 2005/2006

GRA 3109 Corporate Innovation and Innovation Systems I, Basic

Program
Master of Business and Economics Program, Master of Science in Business, Master of Science in Business (Innovation and Entrepreneurship), Master of Science in Management, Specialization Course

Responsible for the course
Atle Midttun, Nils-Otto Ørjasæter

Department
Innovation and Economic Organisation

Term
According to study plan

ECTS Credits
6

The course provides an overview of challenges and options facing the enterprise in sustaining intrapreneurship and innovation as a key to commercial success. The course introduces core economic/financial, organizational, technological and knowledge perspectives on innovation and how these factors interplay in dynamic value creation.
The course also focuses on operative models and techniques for corporate innovation, including, incubator systems, spin-inns and spin-offs, venture-systems and how they can play together within the context of the firm and its value network. Based on theoretical and practical applications, the course discusses the strengths and weaknesses of each form as well as the challenges of combining various and partly competing models within the firm.
The course will also provide a first introduction to the complex interplay between firms, industrial networks and public institutions in industrial development and innovation. Conceptually this interplay is analysed within a systems of innovation perspective
The students will be assigned investigations and analysis of actual models of innovation in Norwegian firms, as part of the course-work.T

Objective

The course will enhance the students' basic theoretical understanding of corporate innovation and familiarize them with practical applications in core Norwegian enterprises within telecommunication, energy, the maritime and service-sectors based on ongoing research at the NSM.

Prerequisites
None

Compulsory literature
Books:
Block, Zenas and Ian C. MacMillan. 1993. Corporate venturing: creating new businesses within the firm. Boston: Harvard Business School Press.. 1-112, Introduction, and Ch1-Ch4.
Burgelman, Robert A., Leonard Sayles. 1988. Inside Corporate Innovation: strategy, structure and management skills. New York : Free Press. 17-91; 122-150, Ch2, 5 8,9.
Christensen, Clayton, M. 1997. The innovator's dilemma : When new technologies cause great firms to fail. Boston, Mass. : Harvard Business School Press. Selected reading: Introduction, and chapters 2,8,9,10
Davis, Julie L. and Suzanne S. Harrison. 2001. Edison in the boardroom: how leading companies realize value from their intellectial assets. New York: Wiley.. 1-18, Introduction.
Edquist, Charles. 1997. "Systems of innovation approaches :their emergence and characteristics." In Systems of Innovation: Technologies, institutions and organisations. Cheltenham: Elgar
Foster, Richard and Sarah Kaplan. 2001. Creative destruction: why companies that are built to last underprerform the market, and how to successfully transform them. New York : Currency. Selected reading: Introduction and chapters 1,2,7,8
Hamel, Gary. 2000. Leading the revolution: how to thrive in turbulent times by making innovation a way of life. Rev. ed. Boston, Mass.: Harward Business School Press. Selected reading: Introduction and chapters 1,2,3,8,9

Jones, Tim. 2003. Innovation leadership : identifying and understanding the top performers. To be published in R&D Management spring 2003. 1-19
OECD. 1999. Introduction. In Boosting Innovation: the Cluster Approach. Paris: OECD
Porter, Michael. 1998. Clusters and the new economics of competition. Harvard Business Review
Richards, Sally. Inside business incubators & corporate ventures. 2002. New York : Wiley

Articles:
Lazonick, William. 2002. Innovative Enterprise and Historical Transformation. Enterprise & Society. Vol 3, March. pp 3-47
Lundvall, B-Å. 1998. Why study national systems and national styles of innovation. Technology Analysis & Strategic Management. Vol 10 no 4.
Noteboom, Barth. 1999. Innovation, learning and industrial organisation. Cambridge Journal of Economics. 23: 127-150

Recommended literature

Course outline
The course will concentrate on the following themes:

- Invention, innovation, entrepreneurship and intrapreneurship, a brief conceptual clarification
- Why is innovation and intrapreneurship important to the firm?
- Innovation as an organisational challenge to the firm
- Innovation as an economic challenge to the firm
- Strategic approaches and process models for intrapreneurship
- IPR and IPR strategies
- Commercialisation methods, ex: spin inns/ spin offs
- Innovation at the boundary: Industrial supplier networks as innovation arenas
- Corporate venturing
- Mergers and acquisitions as an innovation strategy
- Introduction to innovation systems and dynamic processes
- Different systems' approaches and their contributions to understanding innovation

Case Examples
To demonstrate practical applications, the course will have invited presentations from leading Norwegian enterprises in class

Computer-based tools
standard, Blackboard/homepage

Course structure
36 hours divided into regular lectures and workshops including paper presentations

Evaluation
Paper: maximum 25 pages and 3 students pr. paper 70%
Exam: 3 hours written exam 30%
Mandatory class participation and presentations

Evaluation code(s)
GRA 31093 (100%)

Aids at the examination
Paper: all
Exam: Non-programmable calculator, bilingual dictionary

Makeup exam
Next time the course is offered