



APPLIES TO ACADEMIC YEAR 2007/2008

GRA 6821 Technology Strategy and Strategic Technology

Program

Master in Innovation and Entrepreneurship, Specialization Course

Responsible for the course

Espen Andersen

Department

Strategy and Logistics

Term

According to study plan

ECTS Credits

6

Language of instruction

English

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, interest in technology and technology-based industries

Compulsory literature

Books:

Christensen, Clayton M. and Michael Raynor. 2003. *The Innovator's Solution: Creating and Sustaining Successful Growth*. Boston: Harvard Business School Press

Shapiro, Carl & Hal R. Varian. 1999. *Information Rules: A Strategic Guide to the Network Economy*. Boston, Mass.: Harvard Business School Press

Other:

Articles and cases on paper and electronically - for details please see

<http://www.espen.com/courses/gra6821>

Recommended literature

Books:

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

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

Course outline

- Technology evolution and technology history
- Disruptive and sustaining technologies/innovations
- 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.

Specific Information regarding student evaluation will be provided in class. Please note that while attendance is not compulsory in all courses, it is the student's responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book.

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%.

All parts of the evaluation need to be passed in order to get a grade in the course.

Evaluation code(s)

GRA68214 accounts for 100 % of the final grade in the course GRA 6821.

Aids at the examination

All

Support materials at written examinations are explained under exam information in our web-based student handbook. Please note use of calculator. <http://www.bi.no/studenthandbook>.

Makeup exam

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.

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

Honor Code

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.