

MGMT 594 Global Innovation and Entrepreneurship Spring 2011

Tuesdays 6:00 PM – 8:30 Taft 120 Jan 11 to April 26

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Office Hours By appointment UH 2204
Generally extremely available by e-mail

Objective:

This course is designed to prepare you to participate in and lead top management teams dealing with global issues. In addition to addressing issues of innovation emerging into and succeeding in the real world we will discuss and apply methods to improve teamwork and complex creative thinking, forming cross-program, multi-national teams around innovations (or new business models) of interest. Teams will first select and analyze the actual steps of the emergence of a successful innovation, then will select a newly emerging innovation and suggest ways that it can succeed. Final reports will be evaluated by visiting managers and UIC alumni. Individuals will demonstrate their learning by summarizing key strategy concepts and applying them to their own lives and careers. Teamwork development is enhanced by mixing students from UIC's full time Asian MBA program with evening MBA students.

Text Books and Materials:

- The Slow Pace of Fast Change: Bringing Innovations to Market in a Connected World* (Hardcover) by Bhaskar Chakravorti Harvard Business School Press (June 12, 2003), ISBN-13: 978-1578517800
- The Innovator's Dilemma: The Revolutionary Book that Will Change the Way You Do Business* (Paperback) by Clayton M. Christensen. Harper Paperbacks (January 7, 2003) ISBN-13: 978-0060521998
- Downloaded handouts from library and Blackboard.

Approach: Seminar/Workshop

Each class will blend the seminar approach, discussing the various readings, with the workshop approach in which project teams will immediately apply the concepts to their projects. To make this work, you will read and post online your discussion of each week's text materials by Sunday Noon, giving you time to look over and discuss online your classmates' insights before class. The in-class workshop time will enable you to organize your individual and group project work outside of the classroom. As we close class each night teams will report the action items team members have committed to.

Grading:

Grades will be awarded based on summing the points earned for work submitted by Tuesday April 26
900 Pts = A 800 Pts = B 700 Pts = C 600 Pts = D

All materials are graded based on the knowledge demonstrated and the quality of analysis. Materials of good quality will receive 80% of the points indicated below for "A" quality work. Additional credit is given for excellence, such as superior insight, relating and integrating concepts, personal reflection, or other elements that demonstrate your strategic creativity and managerial expertise

Individual Work

- Most Sundays post on Blackboard by noon a "Top Ten Points" report on the week's readings. [50 pts 5 times = 250 pts]. Late postings lose half credit.
- Individual Demonstration of Knowledge: Review your learnings from the course **and** apply the learnings to develop a strategic plan and activities likely to give you a successful and satisfying life/career [250 pts] Due April 26.
- Extra credit is encouraged, such as participating in the online discussion. Missed classes require you to make up the learning with extra credit.

There is no mid-term or final exam.

Work in Teams

Join a diverse, multi-national, multi-concentration team to analyze a specific innovation.

- Success Analysis 100 pts March 1
- Plan for Success 200 pts due April 12
- Team Dynamics Assessment 100 pts April 26
- Project contribution, based in part on your classmates' evaluation of your teamwork 100 pts.

The team and individuals are graded not only for quality of output, but for managing the team dynamics and productivity for maximum effectiveness.

ASSIGNMENT DETAILS

READING TOP TEN: Each week you will explain IN A SINGLE PAGE the relevance of the ten points you feel are most important from all (not ten points from each) the readings. Include any questioning of the facts and conclusions. These will be submitted through the link on the Course Documents page in Blackboard by Noon Sunday. Late submittals lose half credit

DISCUSSING "TOP TENS". To allow the class to learn from each other before the class meeting, after posting this homework through the link on the course documents page, post two of your points to the appropriate folder on the discussion area of Blackboard. Then look over the postings of your classmates, making appropriate comments and suggestions for extra credit.

INDIVIDUAL DEMONSTRATION OF KNOWLEDGE. In a paper of 10-15 pages you will demonstrate knowledge of various strategy tools and concepts from this course by describing them **and** by applying them to your life and career. You are encouraged to involve in the writing of this paper your spouse or anyone else that is in a position to know you and challenge your thinking. This paper is due April 26.

TEAM PROJECT: This course assumes that strategic innovation is best developed by cross-functional teams, and therefore learning to participate in and lead such teams is a core management skill. You will form teams of 5-7, with at least two from each program and at least two from each gender. The team will be assessed on three team submittals and individuals will be evaluated for contribution by team mates.

TEAM: Success Analysis. You will present the story of a successful innovation, demonstrating the strategy concepts covered in this and previous classes. You will submit a written report (7 pages) and present an executive summary (10 min) in class

TEAM: Plan for Success: Innovation or Enterprise. The team will select an emerging innovation or business model. The team will analyze the various stakeholders and competitors and speculate about a plan which would enable this innovation or business to succeed. The final report of 15 pages and executive summary of 20 minutes will be presented to visiting executives and UIC alumni.

TEAM: Team Dynamics. Part of the reason for the team project is to improve your ability to lead and to participate in complex cross-functional and multi-cultural teams. Therefore, during and after the team project your team will collaborate on an assessment of your team dynamics and your learnings for future team projects. Both project presentations will be completed before the end of the course, allowing the team to meet to complete a Team Dynamics Assessment in which they review the things learned during the process that they would hope to manage in future projects. Tell the story of how the team formed and managed the process. Discuss what worked or didn't, culture based issues, best events in the process, communication problems, management dynamics, suggestions for improvement next time, etc. I recognize that this might be the toughest part of the course for many teams, but I am convinced that learning to more effectively work with people who are different from you is a critical part of being a manager. You will write a ten page paper and present a 10 min executive summary in the last class on April 26.

TEAM: Peer Assessment. Each team is responsible for its own management, ensuring that each person fully contributes to the effort. To assist in this process, each student will report their opinion of the level of effort and quality of contribution of each team member. My reaction to their inputs will determine each student's team project participation grade.

HONOR CODE

You are expected to clearly identify and correctly cite the work and materials of others in work you or your team submits. Your course grade will drop by at least a letter for any and each item that fails to do so. If I do not feel that the points represent your knowledge, I reserve the right to adjust your grade based on interviewing you about the content of the course. I have no problem with including materials directly from the Internet or other digital sources, but they must be clearly identified, separated from your text, and given accurate source citation.

Reading and Assignments (Adjustments possible)

Downloads available on Blackboard. [?] is estimated number of pages in that reading.

| **Slow Pace of Fast Change** | **Innovators Dilemma** | [*source*] is download article

WK	Date	Prep Due Sunday Noon	Class
1	Jan 11	Introduce yourself online and suggest projects	Kickoff Introductions
2	Jan 18	Optional follow-up readings [Barlow]Teamwork Goes Both Ways [2] [Barlow]Unappreciated AHA [2] Top Ten 1 Due Noon Sun Jan 16 [Barlow]Quickstart [2] [Barlow]Developing Deliberate Leadership[2] [PC World], Online Collaboration Tools [Barlow]Brainstorming [2] [Barlow]What do you really want to do? [2] [Barlow]Decision Matrix and Fuzzy Logic [2] Slow Pace 1 Beautiful Bind [24] Slow Pace 2 Pause and Progress [24] Slow Pace 3 Framework [26] Slow Pace 4 Beginning [30]	Seminar/Workshop
3	Jan 25		Seminar/Workshop Team Formation
4	Feb 1	Top Ten 2 Due Noon Sun Jan 30 [Barlow]Styles and Creativity [2] [Barlow]Cross Cultural Teamwork [2] [Boston Globe] Group IQ [Hofstede's] numbers [1] [Barlow]External modeling [2] [Barlow]Elephants and Coconuts [2] Slow Pace 5 Tunneling [26] Slow Pace 6 Dividing Up [28] Slow Pace 7 Uncertainty [32] Slow Pace 8 Beware [9]	Seminar/Workshop
5	Feb 8		Seminar/Workshop
6	Feb 15	Top Ten 3 Due Noon Sun Feb 13 [Maccoby], Building Cross-Functional Capability [Barlow]Visualization and Imagery [2] Dilemma 1 How Great Firms Fail [31] Dilemma 2 Value Networks [36] Dilemma 3 Disruptive Change [20] Dilemma 4 What Goes Up Can't Come Down [21]	
7	Feb 22		Seminar/Workshop
8	Mar 1	Team report 1	Teams Present Successful Innovation
9	Mar 8	Top Ten 4 Due Noon Sun Mar 6 Dilemma 5 Give Responsibility [22] Dilemma 6 Match Size [26] Dilemma 7 Discovering Markets [20] Dilemma 8 Appraise Organization [26]	Seminar/Workshop
10	Mar 15		Seminar/Workshop
	Mar 22	Spring Break	
11	Mar 29	Top Ten 5 Due Noon Sun Mar 27 Dilemma 9 Performance Provided [24] Dilemma 10 Managing Change [22] Dilemma 11 Summary [5]	Seminar/Workshop
12	April 5		Seminar/Workshop
13	April 12	All Project Reports and Presentation Materials submitted	Project Presentation to Executives
14	April 19		Project Presentation to Executives
15	April 26	Submit evaluations of team members Individual Demonstration of Knowledge	Final class: Present Team Dynamics