Harvard University Extension School MGMT E-5420
Innovation, Entrepreneurship, and Business Transformation
Course Syllabus, Version 3, September 4, 2015

Fall Term 2015
Meetings: Mondays 7:40-9:40 p.m., Harvard Hall 201

Instructors:
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William L. Wellman Phone (781) 862-5483 email: billwellman@e-paradigmshift.com

Teaching Assistant
Michael McCarthy Phone (617) 470-3086 email: Michaelbudi@me.com

Office Hours: By appointment and 30 minutes before and after each class.

Course Description
Napster, Apple and Amazon destroyed Tower Records, Musicland and Borders. Smart phones and tablets are threatening the personal computers that displaced mainframes and minicomputers. The Netflix business model and technology drove Blockbuster to bankruptcy. Cirque du Soleil created an uncontested market by blending circus with theatre. Disruptions like these challenge conventional approaches for creating and guiding organizations. They compel us to see the familiar in new ways. Creating new businesses, capturing new markets, enhancing organizational effectiveness occur through innovation, transforming processes - or both. New technologies, processes, competition and globalization compel entrepreneurs and existing firms to distance from the familiar and foster innovation and agility. This course examines successful strategies, business models, frameworks, funding, barriers and risks for introducing break-through products and services. Topics include business model innovation, strategic leadership, human centered and design-driven innovation, knowledge and change management.

Goals
Students will develop skills and insights for evaluating, articulating, refining, and pitching a new product or service, either as a start-up business or a new initiative within an existing firm. This course is appropriate for all students interested in innovation and design as necessary components of new businesses today.

Required texts:

Required articles (available with discount at https://cb.hbsp.harvard.edu/cbmp/access/38140503)
1. Drucker, Peter “Discipline of Innovation” (available at www.hbsp.org)
2. Iansiti & Lakhani, “Digital Ubiquity” (available at www.hbsp.org)
3. Christensen et al.: “Marketing Malpractice” (available at www.hbsp.org)
5. Anthony, Scott et al.: “Innovation Isn’t the Answer to All Your Problems” (available at https://hbr.org/2013/07/innovation-isnt-an-idea-proble)

- Hand-outs and other materials as assigned.
Highly recommended optional reading:

Recommended reading:
Amabile, Theresa, “How to Kill Creativity” (available at www.hbsp.org)
Christensen, Clayton M., The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail,
Fallon & Senn, Juicing the Orange: How to Turn Creativity into a Powerful Business Advantage,
Fraser, Heath, Design Works; Toronto: University of Toronto Press, 2012.
Govindarajan, Vijay & Trimble, Chris, 10 Rules for Strategic Innovators; Boston: Harvard Business School
Hammer, Michael & Champy, James: Reengineering the Corporation: A Manifesto for Business Revolution;
Heath, Chip and Health, Dan: Switch: How to Change Things When Change Is Hard; New York,,
Levitt, Stephen D. and Dubner, Stephen J., Freakonomics: A Rouge Economist Explores the Hidden Side
Nielsen, Michael, Reinventing Discovery, The New Era of Networked Science; Princeton: Princeton

Course Requirements
**Participation**
Students are expected to attend all classes, and active participation in class is required. Active participation is not just attending class, but it includes being well prepared and engaging in active discussions (20% of grade).

**Readings**
Readings are assigned for each class; students are expected to complete the readings prior to the class.

**Reading Summaries**
For each reading, students are required to submit a very brief (two to three sentences) summary of the main points of the author(s). What is the essence of their ideas? What did you learn from the reading? These summaries should be typed or written legibly and submitted at the beginning of each class session. These summaries may serve as the basis for class discussion of the readings. Late summaries will be accepted if prior arrangements have been made with the instructor, but will be given reduced points based upon the number of sessions it is late (40% of grade).

**Business Plan or Project**
A business plan including the “Pitch” or a project is required. This should represent significant effort and can take the form of a business plan, commercialization of a scientific discovery, or a proposal or case study of an enterprise transformation initiative. Team or group projects are encouraged. All project proposals must be approved in advance. On-going advice and assistance will be available (40% of grade).

**Supplemental Book Review (Optional)**
Because of the vast body of knowledge in the subject area that there is insufficient time to cover in the course, you are encouraged to explore some of the additional supplemental readings. You have the option to select an additional book to read from the Supplemental Book Review reading list that will be distributed in the first class. If you prepare a book review, not to exceed two pages, you will receive extra credit. Before beginning the book review, you need to communicate with the Instructor regarding the book you have selected.

**One Minute Papers**
At the end of each class, students are asked to take a minute writing an assessment of that class. You are asked to address two questions:

1. What went well in today's class; what part was particularly stimulating.
2. What didn't work as well; what part was confusing or too peripheral.

These papers are unsigned and ungraded. Their sole purpose is to provide constructive feedback to permit continuous improvement in the content and form of the course.

**Academic Honesty**
Appropriate citation of the work of others is required. Plagiarism will not be tolerated. A failing grade will be assigned to any paper or project not offering proper citations. All work submitted to meet course requirements -- papers, assignments, lab work, and examinations -- is expected to be the student's own work. Without prior written approval by both instructors, students may not submit the same material, in substance or in writing, to two courses, nor may students purchase written work. You are responsible for understanding Harvard Extension School policies on academic integrity (www.extension.harvard.edu/resources-policies/student-conduct/academic-integrity) and how to use sources responsibly. Not knowing the rules, misunderstanding the rules, running out of time, submitting "the wrong draft", or being overwhelmed with multiple demands are not acceptable excuses. There are no excuses for failure to uphold academic integrity. To support your learning about academic citation rules, please visit the Harvard Extension School Tips to Avoid Plagiarism (www.extension.harvard.edu/resources-policies/resources/tips-avoid-plagiarism), where you'll find links to the Harvard Guide to Using Sources and two, free, online 15-minute tutorials to test your knowledge of academic citation policy. The tutorials are anonymous open-learning tools.
Grading Formula

Participation
Students are expected to attend all classes and actively participate in class. Participation is graded and worth 20% of the final grade.

Reading Summaries
Each summary will be graded on a scale of 1 to 10. The average grade for all summaries submitted will count for 40% of the final grade. Missing summaries or late are graded down and can significantly lower the average.

Project
The final project will count as 40% of the final grade.

Supplemental Book Review
One grade level can be added to the final grade (e.g., "B" to "B+" ) for completing an acceptable book review. The submission of a book review is optional.

Office Hours
The Instructors will usually be available one-half hour before and after each class and by appointment or for telephone discussions. Call for either an appointment or a phone conversation.

On-line Resource
Please join the LinkedIn group Innovation Entrepreneurs for ongoing discussions with current and former students. Access the Extension School Portal iSites to get copies of lecture slides and some of the required articles.

The Extension School is committed to providing an accessible academic community. The Disability Services Office offers a variety of accommodations and services to students with documented disabilities. Please visit www.extension.harvard.edu/resources-policies/resources/disability-services-accessibility for more information.

PLEASE NOTE: THIS SYLLABUS IS SUBJECT TO CHANGE AT THE DISCRETION OF THE INSTRUCTOR.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topics</th>
<th>Readings</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>31 Aug</td>
<td>Overview, objectives, requirements, introductions, team building exercise.</td>
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<tr>
<td>7 Sept</td>
<td>Labor Day – NO CLASS</td>
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<tr>
<td>14 Sept</td>
<td>Exploring innovation &amp; creativity</td>
<td>1. Leading Digital chaps. 1-4;</td>
<td>Summaries 1 &amp; 2</td>
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<tr>
<td>21 Sept</td>
<td>Innovation as a core competence</td>
<td>2. “Discipline of Innovation”</td>
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<tr>
<td>28 Sept</td>
<td>Managing for innovation; “Design Thinking”</td>
<td>3. Leading Digital chaps. 5-8;</td>
<td>Summary 3</td>
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<tr>
<td>5 Oct</td>
<td>Entrepreneurship fundamentals</td>
<td>4. Leading Digital chaps. 9-end;</td>
<td>Summary 4</td>
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<tr>
<td>12 Oct</td>
<td>Columbus Day – NO CLASS</td>
<td>5. Blue Ocean Strategy chaps. 1-2;</td>
<td>Summary 5</td>
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<tr>
<td>19 Oct</td>
<td>Creating and selling differentiated products/services</td>
<td>6. Blue Ocean Strategy chaps. 3-6;</td>
<td>Summary 6</td>
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<td>26 Oct</td>
<td>Business Model Innovation</td>
<td>7. Blue Ocean Strategy chaps. 7-11;</td>
<td>Summaries 7 &amp; 8</td>
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<td>2 Nov</td>
<td>Understanding Customers</td>
<td>8. “Marketing Malpractice;</td>
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<td>9 Nov</td>
<td>Venture Capital financing</td>
<td>9. The Innovator’s Hypothesis chaps. 1-6;</td>
<td>Summary 9</td>
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<td>16 Nov</td>
<td>Growth strategies; Mass Challenge</td>
<td>10. The Innovator’s Hypothesis chaps. 7-10</td>
<td>Summary 10</td>
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<td>23 Nov</td>
<td>Embedding innovation and execution</td>
<td>11. The Innovator's Hypothesis chaps. 11-15;</td>
<td>Summary 11</td>
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<td>14 Dec</td>
<td>Business Plan Presentations</td>
<td>14. “Innovation Isn’t the Answer to All Your Problems;”</td>
<td>Summary 14, Projects</td>
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<tr>
<td>21 Dec</td>
<td>Business Plan Presentations</td>
<td>15. (optional) “How to Tell a Great Story”</td>
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Projects