

H9SMIT: Management of Innovation & Technology

Module Code:	H9SMIT
Long Title	Management of Innovation & Technology APPROVED
Title	Management of Innovation & Technology
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	5
Module Coordinator:	
Module Author:	COLETTE DARCY
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Apply lessons from research to improve the innovation process by identifying and synthesising key elements of successful innovation
LO2	Examine how business and technology strategies impact on each other
LO3	Appraise different innovation and technology strategies in specific Sectors/industries
LO4	Evaluate technology life cycles and carry out an assessment of technologies and/or inventions
LO5	Generate new product and technology ideas using creative techniques
LO6	Consider the importance of organisational culture in the implementation of innovation and technology strategies
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	

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Module Content & Assessment			
Indicative Content			
Introduction • What is innovation? • Technology driven Innovation • Market driven Innovation • Strategic Importance of innovation • Changing business environment - towards a high tech environment.			
Innovation Theory • History of Innovation Theory (Success and Failure) • Findings from Innovation Studies • Barriers to Innovation • Applications of Theory and Research • Principles of innovation - Product & process • Sources of innovative opportunity • Critical success factors for innovation - Competencies and Collaboration			
Creating Value • Patterns of Change in Technologies and Markets • Open Innovation • Product and Process Innovation • Discontinuous Innovation • 'Blue Ocean' Strategy and Innovation			
Deciding on Value • Tough choices • Constructive conflict • Uncertainty and real options • Delivering Value • The Dynamics of Organisations			
Services Innovation • Characteristics of Service Activities • Global Trends influencing Services Innovation • Typology of the Services Innovation Process • Global Sectors and Services Innovation • Policy Supports for Services Innovation			
New Product Development • Idea generation and idea screening • Concept development and testing • Marketing strategy and development • Test marketing and commercialisation • Diffusion of innovation • Product life cycles			
Building an Innovative/Technology-driven Organisation • Factors that stifle innovation • Problems of change • Building responsiveness and flexibility • Use of teams & Team development • Empowerment and Role of Culture • Incentives for innovation			
Business & Technology Strategy • Relationship of Business & Technologies • Technology-led Strategies • Technology Acquisition and Absorptive Capacity • Innovation and Learning Networks • Technology Forecasting • Technology Life Cycles • Dominant Designs • Commercialisation of Technology			
Assessment Breakdown			%
Coursework			50.00%
End of Module Assessment			50.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Essay	% of total:	20
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: The method of assessment for this part of the module consists of a 1000 words critique of an academic article			
Assessment Type:	Group Presentation (0060)	% of total:	30
Assessment Date:	n/a	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: A group made up of 3/4 students will be required to make a presentation on a selected case study. A 1500 word report will be submitted to support the presentation.			
End of Module Assessment			
Assessment Type:	Terminal Exam	% of total:	50
Assessment Date:	End-of-Semester	Outcome addressed:	1,2,3,4,5,6
Non-Marked:	No		
Assessment Description: The method of assessment for this course consists of a two hour examination paper. The paper consists of questions on the material covered in lectures, tutorials, group exercises and presentations carried out by students during the course. Students are offered a choice of five essay style questions and are required to answer three questions. Students will be marked according to clarity and structure, contemporary examples that illustrate points made, reference to materials covered, theories and research in the field. In addition formative assessment will be undertaken in the early weeks of the semester.			
No Workplace Assessment			
Reassessment Requirement			
Repeat examination <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Delivered in block format	30	Once per semester	2.50
Independent Learning	No Description	95	Once per semester	7.92
Total Weekly Contact Hours				2.50
Workload: Part Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Independent Learning	No Description	95	Once per semester	7.92
Lecture	No Description	30	Once per semester	2.50
Total Weekly Contact Hours				2.50

Module Resources

Recommended Book Resources

- Bessant, J. and Tidd, J.. (2009), *Managing Innovation – Integrating Technological, Market and Organizational Change*, 4th. John Wiley & Sons.
- Bessant, J. and Tidd,. (2011), *Innovation and Entrepreneurship*, 3rd Edition, Wiley & Sons.
- Chesbrough, H. and Appleyard, M. (2007), *Open Innovation and Strategy*’, *California Management Review*, Vol. 50, No.1, pp. 57-76.
- Christensen, C. M., Raynor, M.E. and Verlinden, M. (2001), *Skate to Where the Money Will be*, *Harvard Business Review*, Vol. 79, No 10., p.pp. 72.
- Cohen, W. M. and Levinthal, D. A. (1990), *Absorptive Capacity: A new perspective on learning and innovation*, March, No 35. *Administrative Science Quarterly*, p.pp. 12.
- Daghfous, A. (2004), *Absorptive Capacity and the Implementation of Knowledge-Intensive Best Practices*, Vol. 69, No. 2. *SAM Advanced Management Journal*, p.pp. 21.
- Eisenhardt, K. M.. (1989), *Making Fast Strategic Decisions in High-Velocity Environments*’, Vol. 32, No. 3, pp. 543-576, *Academy of Management Journal*.,
- Eisenhardt, K. and Brown, S. L. (1988), *Time Pacing: Competing in Markets that Won’t Stand Still*, Vol. 76, No. 2, pp. 59-69., *Harvard Business Review*.
- Gourville, J. (2006), *Eager Sellers and Stony Buyers; Understanding the Psychology of New Product Adoption*, Vol. 84, No 6, pp. 98-106.. *Harvard Business Review*.
- Kim, W. C. and Mauborgne, R. (2005), *Blue Ocean Strategy - How to Create Uncontested Market Space and Make the Competition Irrelevant*, Harvard Business School Press, Boston.
- Loewe, P. and Dominiquini, J.. (2006), *Overcoming the barriers to effective innovation*’, Vol. 14, No. 1. *Strategy and Leadership*, p.pp. 24.
- McGahan, A. (2004), *How Industries Change*, Vol. 82, No 10. *Harvard Business Review*, p.pp. 86.
- Mankins, M. and Steele, R. (2006), *Stop Making Plans: Start Making Decisions*, Vol. 84, No. 1. *Harvard Business Review*., p.pp. 76.
- Miles, R. E.. (2007), *Innovation and Leadership Values*, Vol.50, No. 1. *California Management Review*.
- Ogawa, S. and Piller, F. (2006), *Reducing the Risks of New Product Development*, *Sloan Management Review*, Vol. 47, No. 2, Winter.
- Phillips, W., Noke, H., Bessant, J. and Lamming, R. (2006), *Beyond The Steady State; Managing Discontinuous Product and Process Innovation*, *International Journal of Innovation Management*, Vol. 10, No. 2, pp. 175-196.
- Suarez, F. F. and Lanzolla, G. (2005), *The Half-truth of First-mover Advantage*, *Harvard Business Review*, Vol. 83, No 4, pp. 121-127..
- Sull, D. (2005), *Strategy as Active Waiting*, *Harvard Business Review*, Vol. 83, No. 9, pp. 120- 129.
- Thompson, J. L. (2004), *Innovation through People*, *Management Decision*, Vol. 42, No. 9, pp. 1082-1094..
- Tushman, M. and Anderson, P. (2004), *Managing Strategic Innovation and Change: A collection of Readings*, Oxford University Press, New York..

Supplementary Book Resources

- Bryan, L. L. and Joyce, C. I. (2007), *Mobilizing Minds: Creating Wealth form Talent in the 21st Century Organization*, McGraw-Hill, New York.
- Chesbrough, H. (2006), *Open Business Models - How to Thrive in the New Innovation Landscape*, Harvard Business School Press, Boston.
- Christensen, C. M. and Bower, J.. (1995), *Disruptive Technologies: Catching the Wave*, *Harvard Business Review*, Vo. 73, No 1: 43-53..
- Christensen, C. M. and Raynor M .E.. (2003), *The Innovator’s Solution - Creating and Sustaining Successful Growth*, Harvard Business School Press, Boston.
- Hamel, G. and Breen, B. (2007), *The Future of Management*, Harvard Business School Press, Boston.

This module does not have any article/paper resources

This module does not have any other resources

Discussion Note: