

MIT OpenCourseWare
<http://ocw.mit.edu>

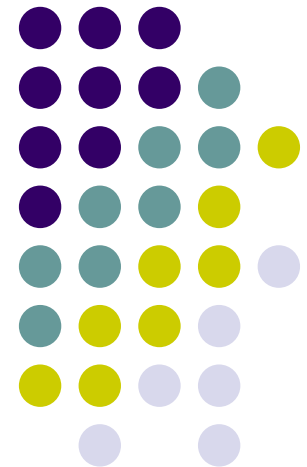
15.351 Managing Innovation and Entrepreneurship
Spring 2008

For information about citing these materials or our Terms of Use, visit: <http://ocw.mit.edu/terms>.

15. 351 Managing Innovation & Entrepreneurship

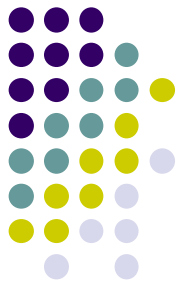
Fiona Murray
MIT Sloan School of Management
Spring 2008

Introduction

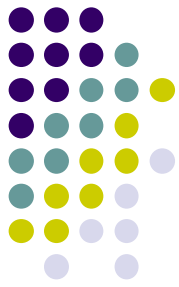


AGENDA

- Introductions
- Definitions & motivations
- Goals for the course
- Course outline
- Course deliverables



Introductions



Fiona Murray

Associate Professor of Management

Technology, Innovation & Entrepreneurship Group

Katie Shiels

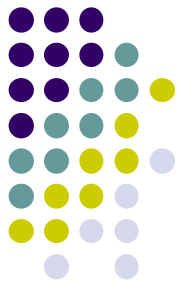
2nd Year MBA

E&I Program

Ajit Dansingani

2nd Year MBA

E&I Program



A pause for definitions:

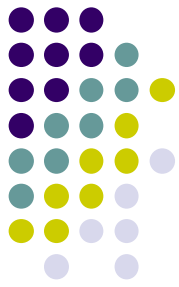
- Invention

- An object, process, or technique which displays an element of novelty

- Innovation

Classic definitions include (Wikipedia):

- *the act of introducing something new: something newly introduced* ([The American Heritage Dictionary](#)).
- *the successful exploitation of new ideas* ([Department of Trade and Industry, UK](#)).
- *a creative idea that is realized* [(Frans Johansson)] (Harvard Business School Press, 2004)



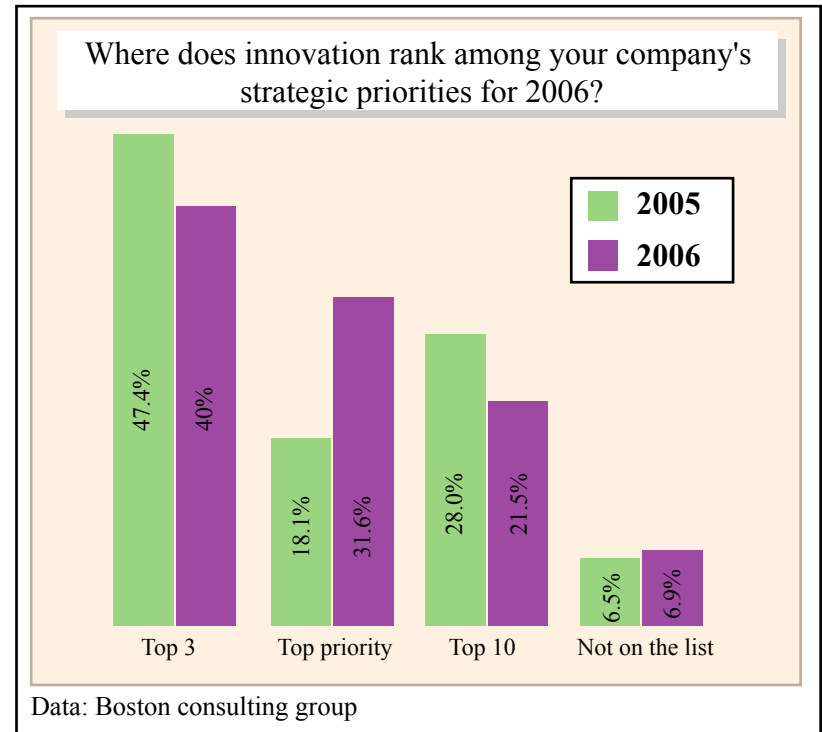
Technological innovation?

A Working Definition

- *Innovation* is the entire process by which an organization generates creative new technological ideas (invention) and converts them into novel, useful and viable commercial products, services, and business practices for (potential) economic gain

Who Cares?

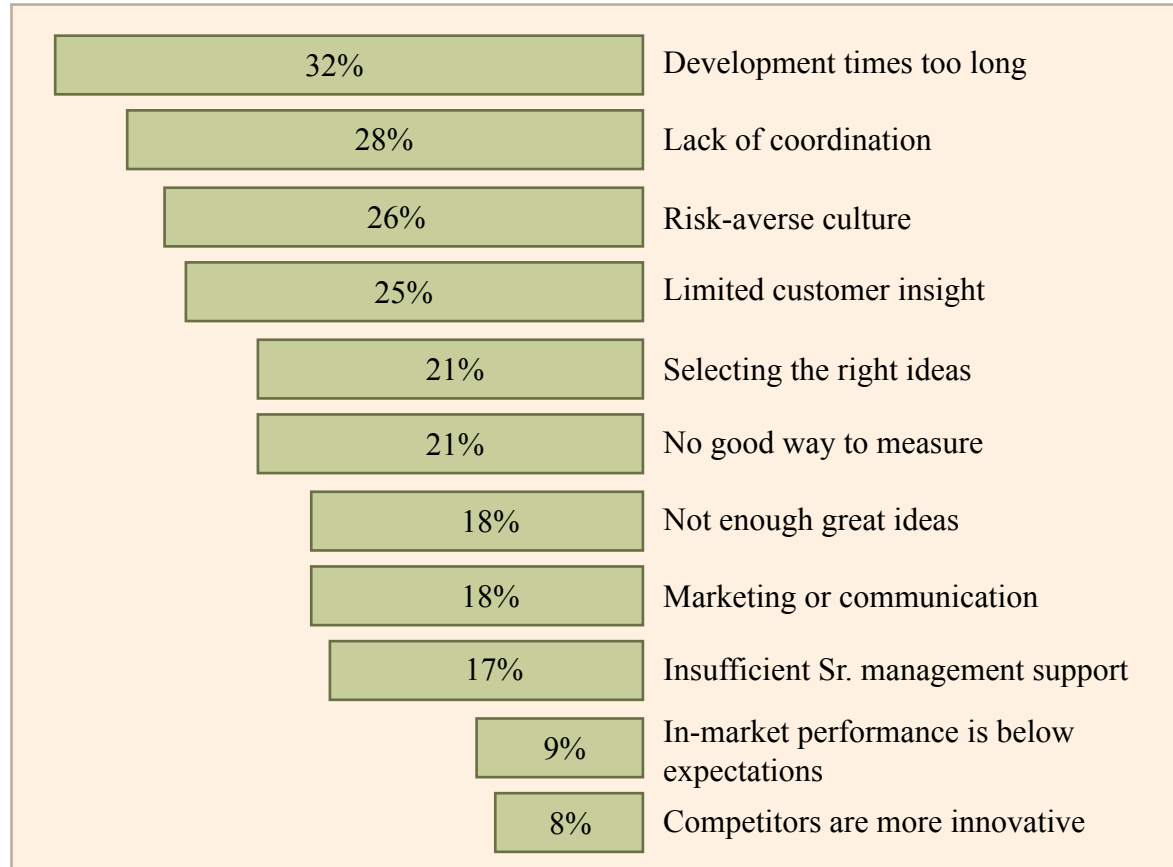
- **Top managers & entrepreneurs** - “competitive advantage lies in the ability to create an economy driven not by cost efficiencies but by ideas and intellectual know-how” (HBR 2007)
- **National Leaders** - “economic growth comes from effectively linking the twin powers of the competitive market & the scientific method” (Romer, 2004)



What are the key innovation challenges (BCG Survey 2006)

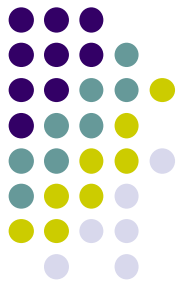


If you are not completely satisfied with the return on your investments in innovation, what are the obstacles you face?



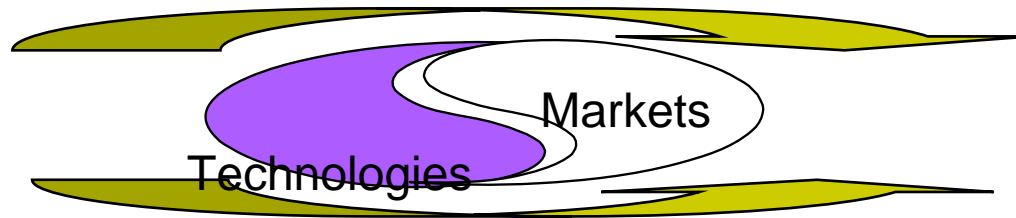
Data: Boston consulting group

Goals for a Course on Managing Innovation



- Provide the industrial & strategic context for managing technological innovation (Classes 1 & 2)
- Analyze the foundations you need to design & build teams, organizations & strategies that are more effective at technological innovation (MODULES 1-3)
- Focus on how these challenges arise in established firms facing “disruption” (MODULE 4)
- Provide knowledge & skills to go into a firm and diagnose its innovation challenges & to organize your own innovative projects (iTeams, eLab, 100k)

Course Organization



Exploring Innovations

Key processes

Executing Innovations

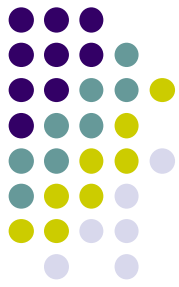
Key
organizational
choices

Exploiting Innovations

Key strategic
choices

Managing exploration, executing & exploitation in periods of disruption

Your Responsibilities - Deliverables



- Class participation (50%)
 - Attendance (don't miss more than 3 classes)
 - In-class discussion
 - Blogging related to assignments
- Assignments (40%)
 - Three assignments – one each for modules 1-3
 - Teams of 3
 - Short memos based on “live” interviews in local firms around module themes
 - Basis for the MIT Server-based blogging (using Forums on the MIT Server)
- Final Assignment (10%)
 - Individual reflections on module 4– 3 pages