



Mgt 511: Technology Commercialization and the Global Environment, Summer 2014
CRN 21774/5, sec. 002/101: MTWR 4-630 pm, GSM 128

******* Technology Commercialization Portion *******

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Information

- 1. Name Sign.** If you want me to learn your name for reference letters and miscellaneous networking purposes, print a sheet of paper with your name on it and place it in front of you during class sessions.
- 2. We're online at UNM Learn (learn.unm.edu).**
- 3. Reasonable accommodation** will be given to any individual with a legitimate disability. Please contact the instructor privately for arrangements. If you are a qualified person with disabilities who might need appropriate academic adjustments, please communicate with me as soon as possible so that we may make appropriate arrangements to meet your needs in a timely manner. Frequently, we will need to coordinate accommodating activities with other offices on campus. Course materials can be made available in alternative formats.
- 4. Academic Integrity** Anderson School of Management faculty, staff and students commit to values of trust, honesty, integrity, and accountability. We will not tolerate academic dishonesty. By enrolling in any course at Anderson, the student accepts the Anderson Academic Honesty Code and affirms the following pledge: *I will not lie, cheat, fabricate, plagiarize or use any other dishonest means to gain unfair academic advantage.* Any violation of the code of conduct will be taken very seriously and appropriate sanctions will be applied. FOR FULL TEXT OF ANDERSON'S ACADEMIC HONESTY CODE, please visit <http://www.mgt.unm.edu/honesty>
- 5. Attendance.** "Students are expected to attend all meetings of the classes in which they are enrolled. A student with excessive absences may be dropped from a course by the instructor with a grade of WP or WF or the student may receive a grade of F at the end of the semester. Absences due to illness, or to authorized University activity such as field trips, athletic trips, etc., are to be reported by the student to his/her instructor(s) and to the Dean of Students Office."

REQUIRED COURSE MATERIALS FOR PURCHASE ONLINE

1. CountryManager by Interpretive Simulations. Look for the email. Costs \$39.95.
2. Harvard Business Publishing coursepack for ~\$47 at <https://cb.hbsp.harvard.edu/cbmp/access/26729404>
3. Wall Street Journal. Student subscriptions for the summer semester are at WSJ.com/studentoffer. Be sure you use my name as your instructor, if prompted.

RECOMMENDED AUDIO AND VISUAL

The Economist Podcasts (free, on iTunes or at <http://www.economist.com/multimedia>)

OPTIONAL ARTICLES

Students may download the cited articles from UNM Research Databases.

We do not put articles on WebCT because that would be a violation of copyright law. It will take you only a few minutes to locate and download all of the articles we cite. Here are two ways to access articles.

1. a. Point your browser to this link:

<http://elibrary.unm.edu/articles/resource.php?qid=60>

b. Then select Business Source Complete. If you are off campus, you will then be prompted to log in. c. That brings you to a search screen. From there you can search by article title, by author, by keyword, or whatever else you want. Note that I included the article citations in the Syllabus. The Powerpoints also show the citation information.

OR:

2. a. Point your browser to the UNM online catalog at <http://libros.unm.edu>.

b. From there select Journal Title, type in the title of the journal, and click Submit.

c. On the next page, click on links that include "...[electronic resource] UNM Online..." That will take you to the journal webpage, where you can navigate to the desired volume and issue.

Some students like to find articles using Google Scholar (<http://scholar.google.com>). If you are off campus, Google Scholar will let you see the abstracts but not the articles. You will then need to use one of the above methods to retrieve the article.

NATURE OF THIS PORTION OF THE COURSE

In this course we cover subjects that you will not cover elsewhere and that are relevant to contemporary business no matter what your concentration.

CountryManager provides you with experience in taking a technology (here, toothpaste) into emerging markets. In addition, your assignment is to compete on innovation (rather than on price). Back Bay Battery provides you with the experience of allocating R&D funds to stay competitive. That's the main strategic task of a CEO of a high-tech firm.

The cases are rich, multifaceted, and interesting. The quizzes on the cases will be graded on effort, not on correctness. My intention is to get you to read and think. You can come to the lectures to find out the proper solutions.

Performance Measures and Grading

Your grade will be determined as follows:

CountryManager simulation – 40 points

Back Bay Battery simulation – 18 points

7 quizzes -- 42 points [6 points each]

More details on these assignments, including grading rubrics, will be provided separately.

GRADING SCALE

95-100%.....A

90-94%.....A-

88-89%.....B+

85-87%.....B

80-84%.....B-

78-79%.....C+

75-77%.....	C
70-74%.....	C-
68-69%.....	D+
65-67%.....	D
60-64%.....	D-
< 59%.....	F

How to Succeed in This Class

The focusing questions will help you prepare for the discussions. Participating in the classroom case discussions will help you determine whether you sufficiently understand the cases. The simulations will help you practice your new understanding and make this knowledge your own. If you put these off to the last minute, you will not enjoy their benefit. “Homework and study” means sitting in a quiet place without distractions (such as a library carrel) so you can concentrate. It does not mean setting up in a café, opening up your laptop to Facebook, receiving and sending text messages on your phone, looking up whenever someone new walks in the door, etc.

MGT 511 – Technology Commercialization Portion - COURSE AGENDA

SESSION ONE (Monday, June 30, 2014) Introductions. Resource-based View of the Firm.

Presentations: Course & Syllabus. Interpretive Simulations' CountryManager. Back Bay Battery simulation. The Innovator's Dilemma. Which strategy when? Theory of the Firm. Design/Dynamic capabilities.

Optional articles:

Ante, S.E. (2014). H-P to Invest \$1 Billion in Cloud Computing Over Next Two Years. Wall Street Journal. May 6.

<http://online.wsj.com/news/articles/SB10001424052702303417104579546142578057728>

Foss, N.J. (1998). The competence-based approach: Veblenian ideas in the modern theory of the firm. *Cambridge Journal of Economics* 22, 479-495.

Liedtka, Jeanne (2000). In defense of strategy as design. *California Management Review* 42(3), 8-30.

Marinakakis, Y.D., Harms, R. and Walsh, S.T. (2014). Microfoundations of design capabilities. In review.

For next time: Read Mobile banking for the unbanked (in coursepack). Look for these themes: the importance of working with regulators; the power of collaborating; and the importance of designing a solution that is “just good enough.” **Form your teams. Take quiz #1 on UNM Learn before next class.**

SESSION TWO (Tuesday, July 1, 2014) Technology commercialization in emerging markets: institutional voids, part 1.

Case: Mobile banking for the unbanked (in coursepack).

Optional articles:

Eijkman, F., Kendall, J. and Mas, I. (2010). Bridges to Cash: The Retail End of M-PESA. *Savings & Development*, 34(2), 219-252.

Lonie, S. and Wagener, I. (2013). Transformational banking from transformational relationships: Case study of a bank and mobile network operator partnership. *Journal of Payments Strategy & Systems* 6(4), 333–344.

Mas, I. and Ng'weno, A. (2010). Three keys to M-PESA's success: Branding, channel management and pricing. *Journal of Payments Strategy & Systems* 4(4), 352–370.

Tracey, P. and Phillips, N. (2011). Entrepreneurship in Emerging Markets: Strategies for New Venture Creation in Uncertain Institutional Contexts. *Manag Int Rev* 51, 23–39.

Verganti, R. (2011). Radical Design and Technology Epiphanies: A new focus for research on design management. *J Prod Innov Manag* 28, 384–388.

Optional videos: search YouTube for “M-PESA”

For next time: Read Sarvajal (in coursepack). Look for these themes: you cannot predict what will happen when your strategy meets people. **Form your teams. Take quiz #2 on UNM Learn before next class.**

SESSION THREE (Wednesday, July 2, 2014) Technology commercialization in emerging markets: institutional voids, part 2: business models.

Case: Sarvajal (in coursepack).

Optional articles:

Blackman, A. (2014). The inner workings of the executive brain. Wall Street Journal April 28, 2014.

Casadeus-Masanell, R., and Ricart, J.E. (2011). How to Design a Winning Business Model. Harvard Business Review Jan.-Feb.: 100-107.

Eisenmann, Thomas R., Geoffrey Parker, and Marshall Van Alstyne. Platform Envelopment. Strategic Management Journal 32(12), 1270-1285.

Optional videos: search YouTube for “Sarvajal”

For next time: Sipp, D. (2011). The unregulated commercialization of stem cell treatments: a global perspective. Front Med. 5(4), 348-55 (in UNM Learn Session Four folder). **Take quiz #3 on UNM Learn before next class.**

SESSION FOUR (Thursday, July 3, 2014) Technology commercialization in emerging markets: stem cell tourism

Case: Sipp, D. (2011). The unregulated commercialization of stem cell treatments: a global perspective. Front Med. 5(4), 348-55 (in UNM Learn Session Four folder).

Optional articles:

Bush, P.D. (1987). The theory of institutional change. Journal of Economic Issues 21(3), 1075-1116.

Duroy, Quentin. (2011). The place of biotechnology in modern civilization: a Veblenian analysis of public misgiving toward embryology in the United States. Journal of economic issues 45(3), 559-572.

Nelson, T.J., Behfar, A and Terzic, A. (2008). Strategies for therapeutic repair: The "R(3)" regenerative medicine paradigm. Clin. Transl. Sci. 1(2), 168-171.

Optional video: TBD

For next time: Read Emotiv Systems (in coursepack). **Take quiz #4 on UNM Learn before next class.**

SESSION FIVE (Monday, July 7, 2014) Innovation management in technology commercialization, part 1: path dependence

Case: Emotiv Systems (in coursepack).

Optional articles:

Andreesen, M. (2011). Why software is eating the world. Wall Street Journal August 20. <http://online.wsj.com/article/SB10001424053111903480904576512250915629460.html>

Andressen, M. (2014). Andreesen: Bubble Believers 'Don't Know What They're Talking About.' Wall Street Journal. Jan. 3.

<http://online.wsj.com/news/articles/SB10001424052702303640604579298330921690014>

Busco, C., Frigo, M.L., Giovannoni, E. and Maraghini, M.P. 2012. Control vs. creativity. Strategic Finance August, 29-36.

Crow, K. (2012). Klaus Biesenbach. Wall Street Journal Sept. 27.

<http://online.wsj.com/article/SB10000872396390444032404578010341273044364.html>

Galenson, D.W. (2007). And Now for Something Completely Different: The Versatility of Conceptual Innovators. Historical Methods 40(1), 17-27.

Hall, J., Dominguez Lacasa, I. and Günther, J. (2011). Path dependence and QWERTY's Lock-in: toward a Veblenian interpretation. Journal of Economic Issues 45(2), 457-464.

Liebowitz, S. J. and Margolis, S.E. (1990). The Fable of the Keys. Journal of Law and Economics, 33(1), 1-25.

Optional video: Tan Le gave a good TED talk.

For next time: Read elBulli: the taste of innovation (in coursepack). **Take quiz #5 on UNM Learn before next class.**

SESSION SIX (Tuesday, July 8, 2014) Innovation management in technology commercialization, part 2: conceptual innovators

Case: elBulli: the taste of innovation (in coursepack).

Optional articles:

Anneke Geyzena, A., Scholliera, P. and Leroy, F. (2012). Innovative traditions in swiftly transforming foodscapes: An exploratory essay. *Trends in Food Science & Technology* 25 (2012) 47-52.

Heinzelmann, Ursula. (2010). An interview with René Redzepi. *Gastronomica*, 10(3), 97-101.

Hermansen, Mark Emil Tholstrup. (2012). Creating Terroir: An Anthropological Perspective on New Nordic Cuisine as an Expression of Nordic Identity. *Anthropology of Food*, S7, <http://aof.revues.org/7249>.

Hoffman, Jascha. (2009). Q&A: Chemistry in the kitchen. *Nature*, 457, 267.

Myhrvold, N. 2011. The art in gastronomy: a modernist perspective. *Gastronomica: The Journal of Food and Culture* 11(1): 13-23.

Risbo, Jens, Mouritsen, Ole G., Frøst, Michael Bom, Evans, Joshua David, and Reade, Bennecid. (2013). Culinary science in Denmark: Molecular Gastronomy and beyond. *Journal of Culinary Science & Technology*, 11, 111-130.

Roosth, S. (2013). Of Foams and Formalisms: Scientific Expertise and Craft Practice in Molecular Gastronomy. *American Anthropologist* 115(1), 4-16.

Optional videos: search YouTube for NOMA, Faviken, D.O.M. restaurant

For next time: Read Wii encore? (in coursepack). **Take quiz #6 on UNM Learn before next class.**

SESSION SEVEN (Wednesday, July 9, 2014) Strategic management in technology commercialization: competing on innovation

Case: Wii encore? and Nintendo Supplement (both in coursepack).

Optional articles:

Aspara, J. and Tikkanen, H. (2013). Creating novel consumer value vs. capturing value: Strategic emphases and financial performance implications. *Journal of Business Research* 66, 593–602.

Rossi, J. and Grundberg, S. (2014). Angry Birds Maker Rovio Aims for the Next Level. *Wall Street Journal*. May 6.

<http://online.wsj.com/news/articles/SB10001424052702303417104579546104176570972>

Optional videos: TBD

For next time: Read Ganging up on Cancer (A) and (B) (in coursepack). **Take quiz #7 on UNM Learn before next class.**

SESSION EIGHT (Thursday, July 10, 2014) Organizing for innovation in technology commercialization

CountryManager simulation ends today at start of class.

Case: Ganging up on Cancer (A) and (B) (in coursepack).

Optional articles:

Schein, E.H. 1984. Coming to a new awareness of organizational culture. Sloan Management Review 25(2): 2-16.

Optional video: Dana-Farber Cancer Institute's YouTube channel

<http://www.youtube.com/channel/UCmo02peDKZvgpJj3TT2Jt_A>
