

**MGT 512: Strategic Management of Technology
Spring 2016**

Instructor: George Friberg

Office Hours: By appointment

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Class Times: Tuesdays, 4:00 – 6:30 p.m.

Course Materials:

- *Strategic Management of Technology and Innovation* by Brugelman, Christensen and Wheelwright, Fifth Edition, Irwin 2009
 - Case Studies
 - Handouts and readings as provided by the Instructor
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<u>Week</u>	<u>Readings</u>	<u>Topic</u>
1/19		Introduction: Technology from Management's Perspective
1/26	I – 2 I – 3 I – 7	Distinctive Technology Competencies and Capabilities
2/2	II – 1 II – 2 II – 3	Design & Development of Technology Strategy: Industrial Context [Select Mid-term Technology/Company]

MGT 512 Syllabus, Spring 2016

<u>Week</u>	<u>Readings</u>	<u>Topic</u>
2/9	II - 7 II - 8 Meyers Briggs	Design & Development of Technology Strategy: Organizational Context <i>Guest Speaker</i>
2/16	II - 5 II - 12 II - 14 II - 15	Strategic Action (Case #1)
2/23	----	<i>Guest Speaker</i>
3/1	III - 6 III - 11	Technology Sourcing (Case #2)
3/8	III - 2	Corporate Innovation <i>[Mid-term paper due and presentations]</i>
3/13 – 3/20	SPRING BREAK	
3/22	III - 13 III - 15	Development Strategy <i>Guest Speaker</i>
3/29	IV - 1 IV - 2	New Product Development (Case #3)
4/5	IV - 5 IV - 6 IV - 7	<i>Guest Speaker</i>
4/12	V – 1 V – 2	Building the Corporate Architecture (Case #4)
4/19		Summary <i>[Final Paper due]</i>
4/26		Presentations on final paper
5/3	LAST CLASS	Presentations on final paper

GRADES

Quizzes	5%
Participation	10%
Presentations	25%
Midterm Paper	20%
Final Paper	40%

PREPARATION AND DISCUSSION OF CASES

We will make use of several case studies over the course of the class. In general, you will be given the case on a particular week and the work will be due at the following class period. The cases will be done on a team approach. A team will be selected at random to orally present their findings to the class as a whole. The Presentations of Case Studies will account for 25% of the class grade. Of the 25%, the presentations will make up 35 of 100 points; the content and clarity will be 65 points. The presentations must be in PowerPoint and a CD copy provided to the instructor for his retention.

Most general managers spend very little time reading, and even less time writing reports. The vast majority of their interactions with others are verbal. For this reason, the development of verbal skills is given high priority in this class. The classroom should be considered a laboratory in which you can test your ability to convince your peers of the correctness of your approach to complex problems and of your ability to achieve the desired results through the use of that approach. Things that have an impact on effective class participation include:

- Professional presentation skills
- Persuasiveness of the presentation
- Logical flow of the presentation, arguments and decision choices
- Preparation for questions
- Use of graphics
- Time management

READINGS AND LECTURES

Case discussion and lectures will take place against a background of conceptual material that is acquired through selected readings and brief lectures (the readings are listed in the course outline).

Some of the readings are taken from leading academic publications in strategic management, economics, and organization theory and are somewhat technical. They refer to bodies of preceding research and discuss at some length the

research methodologies employed. Do not be discouraged by these technicalities. I will not hold you responsible for knowing the history of a particular stream of research, nor for having studied the methodological issues. So skip the technicalities and simply ask yourself what the key insights and findings of each reading are. Write these down. Try to relate them to the case for the day. But, more importantly, try to relate them to the key ideas of other readings in the course.

Note on the cases: The course has a mixture of new and “classic” cases. The latter ones offer the opportunity to discuss fundamental and timeless issues and challenges faced by the technology-based companies. Please study them in that spirit and do not dismiss them out of hand simply because they are “old.” Ask yourself – as we will in class – What can I learn from this situation that is generalizable to companies that I am interested in today?

MID-TERM PAPER

A mid-term paper will be due at the beginning of class on 3/1/16. The topic is to be an analysis of a promising technology that proved to be a commercial failure. The paper must identify the main story of the selected innovation and your analysis to identify three or more significant strategic “Lessons Learned” that would benefit today’s managers who might be facing similar situations. The paper should consist of a minimum of one page on history of the innovation and one on its commercial consequences and outcome and a minimum one-page discussion of the lessons to be drawn. The total number of pages should be about 5 pages.

The papers may be historical or contemporary in nature; the only exclusions will be those we cover in the case studies, and no duplications of topics between students. You will be required to give a 7-minute presentation on your paper at the 3/1/16 class. You must select your topic company at the class on 2/2/16.

FINAL PAPER

A final paper is due on 4/19 on a topic relevant to the materials covered in the class, with the exception of doing a straight company analysis. The paper must be 20 pages minimum, exclusive of table of contents, bibliography and appendix. You will also be required to give a 12-minute oral presentation on your topic in one of the last sessions of the class. The paper will be graded on a 100-point basis: 20 points for the Executive Summary; 60 points for logic, content, layout, completeness and conclusions found in the body of the paper; 20 points is allotted for the oral presentation of the paper.

SOME GUIDELINES FOR THE PAPERS

The Executive Summary for the final paper should not be more than 2 pages, and with a little creativity, one page. In the world of report writing and business plans, this the most important part of the document. It is not an introduction or an

attention getter, but rather a full-blown summary of the entire paper and is generally written after the paper is complete.

In terms of the body of the paper consider:

- Does the material presented flow logically?
- The quality and quantity of citations.
- Thoroughness of topic coverage.
- The quality of your conclusions about the subject matter.
- YOU MUST ADEQUATELY PROVIDE THE "CITES" IN THE PAPER.

PARTICIPATION

For the 10% in class participation, the evaluation will be based on:

- Participation in your team's discussions.
- Class open discussion.
- Quality of your discussion, (i.e. thoughtfulness, pertinence, etc.) not just the quantity.
- Class attendance.
- Peer evaluations, where appropriate.

CAUTION

If the mid-term paper is late, there will be an automatic letter-grade reduction, unless additional work is provided by the student as assigned by and at the discretion of the instructor. If the final paper is late but received by 4/19/16, there will be a letter-grade reduction; no papers will be accepted after that date. No make-up allowed for the final paper.