



# Course program and reading list

Semester 1 Year 2019

**School:** Tiomkin School of Economics B.A

Innovation as a tool for maintaining competitiveness

**Lecturer:**

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**Teaching Assistant:**

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<b>Course No.:</b>	<b>Course Type :</b>	<b>Weekly Hours :</b>	<b>Credit:</b>
9666	Lecture	3	3

<b>Course Requirements :</b>	<b>Group Code :</b>	<b>Language:</b>
Final Paper	191966601	Hebrew

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## Course Description

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In today's dynamic business environment, Innovation and entrepreneurship are key factors for companies who wish to gain competitive advantage over other industry players. As individuals it is crucial to acquire skills and tools in these areas in order to expand career opportunities in a rapidly changing environment.

Firms must innovate continuously by developing new groundbreaking products, improving production processes and utilize new organizational methods. Managers and employees must acquire new skills and capabilities in order to lead and take an active part in the innovation process.

This course is designed to help students develop a deep understanding of innovation, creative thinking and entrepreneurship. The course will provide the necessary skills and tools that will enable students to take part in innovation activities as managers or employees in the future.

The course includes individual and group assignments. The students will be asked to examine fundamental issues in the development and management of innovation in Israeli companies.

The course combines theoretical knowledge with practical experience.

**Course subjects (tentative, open to changes)**

	<b>Lecture Subject</b>	<b>Comments</b>
	<b>Introduction</b>	
1	Intro to the course and the program <ul style="list-style-type: none"> <li>• Course structure and assignments</li> </ul>	
2	Intro to innovation <ul style="list-style-type: none"> <li>• Definitions and characteristics</li> </ul> The Israeli experience <ul style="list-style-type: none"> <li>• Innovation</li> <li>• Israeli venture capital industry</li> </ul>	
	<b>Changes in the rules of the game - Innovation</b>	
3	Diffusion of innovation <ul style="list-style-type: none"> <li>• Rogers Model</li> <li>• The S curve</li> </ul> Moor Model – Crossing the chasm	Submit- Group members and selected company for the group assignment
4	Threats	

	<ul style="list-style-type: none"> <li>• Challenge or be challenged</li> <li>• Disruptive innovation</li> <li>• Big bang disruption</li> </ul>	
5	<p>Opportunities</p> <ul style="list-style-type: none"> <li>• Open innovation</li> <li>• Creativity and innovation tools</li> <li>• Guest lecture</li> </ul>	Submit - Assignment #1
<b>Framework and tools for implementation</b>		
6	The innovation ecosystem – Interaction between players in the ecosystem	
7	<p>Innovation strategy</p> <p>Blue ocean vis. Red ocean</p> <p>Born global</p>	
<b>Innovation skills and capabilities</b>		
8	<p>Intrapreneurship</p> <p>The role of the middle manager</p>	
9	<p>Training people to think out of the box</p> <p>The DNA of disruptive innovators</p>	Submit - Assignment #2
<b>Financing innovation</b>		
10	<p>The venture capital industry</p> <p>New forms of financing innovation</p>	
11	Public support for innovation	
<b>General Topics and presentations</b>		
12	<p>Team presentations assignment</p> <p>Frugal innovation</p>	
13	Team presentations assignment (Cont.)	Submit - Assignment #3 summary report 14 days after last session

The forth industrial revolution	
Summary	



## Course Goals

- To provide students with in-depth understanding and knowledge of the various aspects of innovation and technological entrepreneurship, focusing on Israel's accumulated wealth of experience.
- To develop relevant skills and provide the necessary tools to effectively enhance innovation in existing companies and/or in new entrepreneurial ventures.
- To practice teamwork facing and analyzing real life challenges.
- Meet leading industry managers and learn from their experiences.



## Grading

### Course Grading Method

#### Requirements

- Reading the course material
- Participation and presence in lectures. Minimum presence 80%
- Presence in presentation – obligatory
- Submitting and presenting assignment. Minimum grade: 60
- The assignments in the course are individual assignments (60%) and group assignments (40%). The Final group assignment includes analyses a substantive issue from topics that will be determined related to innovation management. The issue will be examined based on the literature and empirically by a way of case study of an Israeli company.
- Each group will present its work through presentations.

#### Attendance

- **Attendance is required. Class attendance is very important, learning occurs through interaction and actual work.**
- **You may miss up to 2 classes.**
- **Missing 3 classes will result in grade deduction of 10%.**
- **Missing 4 classes or more - will not be able to complete the course.**
- **All absences should be notified in writing to class TA in advance. Please include documents (e.g. a formal letter from the army/doctor).**

## Grading

- Individual assignments - 60%
- Group assignment - 40%

## Individual assignments

1. Read and analyze an academic article **-25%**.

Article (from the last 10 years) on one of the topics of innovation (according to the class guidelines). Presentation of the main conclusions of the articles in the class (1-2 slides).

1. An empirical examination of one of the key topics of innovation - **35%**.

Based on the academic article chosen in assignment #1 and other theoretical material including class discussions, explain and analyze empirically in 2 Israeli high tech firms key topic of innovation. The analysis will be based on available open data resources, collect news items from the press (at least 3 news items) and interview with a company representative - optional. Write a final report.

## Team Assignment

An empirically examination of a high tech company from various aspects of innovation, according to guidelines - **40%**

Each group will select a high tech company with at least 40 employees that has been operating in Israel (at least 3 years) and has innovative activity (not the company that was selected for the individual assignment).

The group will analyze the company from various aspects of innovation according to the guidelines (company characteristics, type of innovation, interaction with ecosystem players, contribution of innovation to the company in the past year etc.)

The analysis will be based on available open data resources, news items about the company, interview with a senior company official (or various officials) on the basis of a questionnaire and theoretical material (based on classroom discussion, as well as other literary material initiated by the student).

Class presentation; Write a final report.

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## Learning Outcomes

This course is designed to help students develop a deep understanding of innovation, creative thinking and entrepreneurship. The course will provide the necessary skills and tools that will enable students to take part in innovation activities as managers or employees in the future.

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Teaching Assistant

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Reading List

**Reading List:**

**Reading**

Christensen, C., M., Raynor, E., M. and McDonald, R. (2015). "What Is Disruptive Innovation?" *Harvard Business Review (HBR)*. #: **R1512B-PDF-ENG**. Pp:1-11.

Corbett, A. (2018). The Myth of the Intrapreneur. *Harvard Business Review (HBR)*. #: **H04F14-PDF-ENG**. <https://hbr.org/2018/06/the-myth-of-the-intrapreneur>

Kirsner, S (2018). The biggest obstacles to innovation in large companies  
*Harvard Business Review*, H04GJY-PDF-ENG, <https://hbr.org/2016/11/right-tech-wrong-time>

Downes, L. and Nunes, P. F. (2013). "Big-Bang Disruption. A New Kind of Innovator Can Wipe Out Incumbents in a Flash." *Harvard Business Review*. Reprint R1303B. pp: 1-12.

Dyer, J. Gregersen, H. and Christensen, C.M. (2011). "The DNA of Disruptive Innovators: The Five Discovery Skills That Enable Innovative Leaders to 'Think Different', in: *The innovator's DNA: Mastering the five skills of disruptive innovators*, Harvard Business Review Press, pp: 1-26.

Gap international (2017) "Challenge or Be Challenged: How to Succeed in Today's Business Environment." *Forbes insight (January 2017)*. 1-26.

Girotra, K., and Netessine, S. (2014) Four Path to Business Model Innovation. *Harvard Business Review (HBR, July 2014)*. pp: 1-9

Moor, G. A. (2014). *Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers*. 3rd Edition. New York: Harper Collins Publishers.

Pisano, G. (2015). "You Need an Innovation Strategy." *Harvard Business Review*, June 2015,

Reprint R1506B. pp: 1-12.

**Other relevant readings:**

Busch, Christian (2018). How to make the most serendipity at work place, World Economic Forum, 2018

<https://www.weforum.org/agenda/2018/07/how-to-make-serendipity-happen-at-work/>

Chan, W., K., and Mauborgne, R. (2015) *Blue Ocean Strategy*, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant. Harvard business press.

[https://www.amazon.com/reader/1625274491/ref=rdr\\_sb\\_li\\_hist\\_1&state=01111#reader\\_1625274491https://www.amazon.com/Blue-Ocean-Strategy-Expanded-Uncontested/dp/1625274491/ref=dp\\_ob\\_title\\_bk](https://www.amazon.com/reader/1625274491/ref=rdr_sb_li_hist_1&state=01111#reader_1625274491https://www.amazon.com/Blue-Ocean-Strategy-Expanded-Uncontested/dp/1625274491/ref=dp_ob_title_bk)

Clayton, M. et al (2015). *Selected Articles from the World's Foremost Authority on Disruptive Innovation, the Clayton m, Christensen reader*, (2015), Harvard Business Review Press, Boston, Massachusetts, USA.

Deloitte (2018). Deloitte Insights - The Fourth Industrial Revolution is here—are you ready?

*Deloitte. Deloitte Development LLC.*

[https://www.forbes.com/forbes-insights/wp-content/uploads/2018/01/Deloitte-FourthIndustrialRev\\_REPORT\\_FINAL-WEB.pdf](https://www.forbes.com/forbes-insights/wp-content/uploads/2018/01/Deloitte-FourthIndustrialRev_REPORT_FINAL-WEB.pdf)

Funnel, A. (2015). "Serendipity: the secret ingredient that drives invention and innovation?" ABC Science journalists, Thursday 15 October 2015

<http://www.abc.net.au/radionational/programs/futuretense/serendipity-secret-ingredient-innovation-invention/6846300>

Israel Innovation Authority (2017). "Innovation in Israel 2017 - overview."

In English: <http://innovationisrael-en.mag.calltext.co.il/?article=0>

In Hebrew: <http://innovationisrael.mag.calltext.co.il/?article=0>

Isenberg, D. I. (2008). "The Global Entrepreneur." *Harvard Business Review*. Reprint R0812J. pp: 1-6.

Johansson, F. (2012) "When success is born out of serendipity." *Harvard Business Review (HBR)*. October 19, 2012. <https://hbr.org/2012/10/when-success-is-born-out-of-serendipity>

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Scanlon Jessie (2009) "How to Build a Culture of Innovation". *Bloomberg BusinessWeek*. August 19, 2009

<https://www.bloomberg.com/news/articles/2009-08-19/how-to-build-a-culture-of-innovation>

Schwartz, D., and Bar-El, R. (2007). "Venture Investments in Israel – A Regional Perspective", *European Planning Studies*, 15(5), pp. 623-644.

Schwartz, D., and Bar-El, R. (2015). "The Role of a Local Industry Association as a Catalyst for Building an Innovation Ecosystem: An Experiment in the State of Ceara in Brazil." *Journal: Innovation: Management, Policy and Practice*, 17(3), pp. 383-399. <http://dx.doi.org/10.1080/14479338.2015.1075855>

Skarzynski, P. & Gibson R. ( 2008) "Building a systematic innovation capability", Chapter 11 in: *Innovation to the core: a blueprint to transforming the way your company innovate*, Harvard Business Press

Tendayi Viki (2017) "Why companies must align innovation strategy with business strategy." *Forbes*, JUN 12, 2017. <https://www.forbes.com/sites/tendayiviki/2017/06/12/why-companies-must-align-innovation-strategy-with-business-strategy/#4c12c6ff44a5>

Turbiner, Y., Schwartz, D., and Bar-El, R. (2016). "Innovation Ecosystems: Practice vs. Prevailing Perceptions." *International Journal of Innovation and Scientific Research*, 22(2), pp. 444-455.

<http://www.ijisr.issr-journals.org/abstract.php?article=IJISR-16-070-06>

### **Other reports:**

Hub Singularity – These 7 2017 disruptive technologies could be worth trillions of dollars:

<https://singularityhub.com/2017/06/16/the-disruptive-technologies-about-to-unleash-trillion-dollar-markets>

Ark Report: Ark invest disruptive innovation – Big ideas 2017:

<http://research.ark-invest.com/thank-you-ark-big-ideas2017?submissionGuid=c7b92e4c-4134-43dc-a6da-1a218352f8d9>

<https://ark-invest.com/research/big-ideas-2017>



## Watching:

Introduction:

- <https://www.youtube.com/watch?v=a0ytInWKL1k>
- <https://www.youtube.com/watch?v=-EQliG9Wsdo>

The Israeli experience

- <http://www.jpost.com/Business-and-Innovation/Tech>
- <https://www.youtube.com/watch?v=M2OsI5DD0LE>
- <https://www.youtube.com/watch?v=a0ytInWKL1k>

Innovation definition:

<http://youtu.be/5Uh1KxcpWz0>

Diffusion of innovation

- <https://www.youtube.com/watch?v=kxVeLITEgtU>
- Moor model - crossing the chasm

<http://www.youtube.com/watch?v=Zwh8ThUqeC8>

Disruption Innovation

- <http://hbr.org/video/2688242135001/the-explainer-disruptive-innovation>
- <http://www.claytonchristensen.com/key-concepts/>
- <https://www.youtube.com/watch?v=yUAtIQDllo8>
- <https://www.youtube.com/watch?v=qDrMAzCHFUU>

Big-Bang Disruption

- <https://www.youtube.com/watch?v=ll-AEsl4GhU>

The fourth industrial revolution

- <https://youtu.be/0Ez3PNesOVY>

Open Innovation

- <http://youtu.be/zSWEPfxD4ug>

Blue Ocean

- <https://www.youtube.com/watch?v=clp-IMpuwaQ>
- [https://www.youtube.com/watch?v=HJH0g-EPGDs&feature=player\\_embedded](https://www.youtube.com/watch?v=HJH0g-EPGDs&feature=player_embedded)
- [https://youtu.be/0k4o0scPC\\_Q](https://youtu.be/0k4o0scPC_Q)

Business ecosystem:

- <https://www2.deloitte.com/us/en/pages/operations/articles/business-ecosystems-come-of-age-video.html>

Serendipity

- What is the term of the word Serendipity  
<http://youtube.com/watch?v=HX0bRIBSg4w>

Frugal innovation:

- Navy Radjou, Filmed October 2014 at TEDGlobal 2014, \_\_\_\_\_  
[Creative problem-solving in the face of extreme limits](https://www.ted.com/talks/navi_radjou_creative_problem_solving_in_the_face_of_extreme_limits/up-next?language=en) [https://www.ted.com/talks/navi\\_radjou\\_creative\\_problem\\_solving\\_in\\_the\\_face\\_of\\_extreme\\_limits/up-next?language=en](https://www.ted.com/talks/navi_radjou_creative_problem_solving_in_the_face_of_extreme_limits/up-next?language=en)