



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**Course Syllabus**  
**Dr. Mishari Alnahedh**  
**MGT 423 – Innovation Management and Strategy**  
**Fall 2021**

**Lecture Time and Location:**

**MGMT 423 / 01A** : Sun Tue Thu 4:00 PM – 4:50 PM Room DG - 1004

**Contact Information:**

**Location** : MGT Department – 1<sup>st</sup> Floor – Office No. 1005-A1

**Email** : Alnahedh@cba.edu.kw

**Office Hours** : Thursday 3:00 PM – 3:55 PM or by email appointment

**Course Description:**

The focus of this course is on three main topics: (i) design thinking and innovative problem solving, and (ii) managing innovation, and (iii) innovation strategies and strategic decision making in technology intensive industries. Students will take a perspective of both emerging and established firms competing through innovation. Topics covered include: innovation ecosystems, creativity, disruptive innovation, design thinking, commercializing inventions and ideas, business model innovation, the innovation S-curve, entrepreneurship in technology-based industries, organizational learning and the knowledge-based view of the firm, platforms and standards war, and industry evolution and dynamics.

This major elective course is an advanced class on entrepreneurship and innovation. It is targeted for students who are interested in starting their own business, work in a startup company, work in an investment company that invests in new ventures, or interested in general about entrepreneurship and innovation.

**Course Prerequisite:** MGT 201: Principles of Management

**Course Learning Outcomes:**

The learning outcomes for this course, listed below, relate to the learning goals of the College of Business Administration Undergraduate Program, which can be found in the appendix at the end of this syllabus. The numbers in parenthesis indicate to which specific learning goal the outcome relates.

Upon successful completion of the course, students will be able to:

1. Identify and evaluate opportunities for value creation in platform-based ecosystems. [LG2]
2. Use design thinking and innovative problem-solving techniques to confront challenges in large and small companies. [LG5]
3. Analyze knowledge-based organizations and use organizational learning to create opportunities for innovation and entrepreneurship. [LG5]
4. Understand how start-ups can disrupt mature industries



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



5. Generate new business models that firms can use to innovate and appropriate value and choose between them. [LG2]

**Required Material:**

**Textbook** : Strategic Management of Technological Innovation, Fifth Edition, Melissa A. Schilling, McGraw-Hill Education, 2017. ISBN: 978-1259539060

The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Clayton Christensen. Harvard Business Review Press, 2016. ISBN: 978-1633691780

**Additional Material** : Other required reading material is available on the course website

**E-Learning System** : Microsoft Teams

**Course Website** : [mishari.com/cba](http://mishari.com/cba)

**Course Requirements and Policies:**

**Class discussion** will be assessed on the basis of your contributions to class discussion and listening. Of course, the underlying condition for class participation is attendance. I expect you to attend all sessions. Prior to class, you should thoroughly read and prepare the case for that day, including answering the study questions. Please ensure that you have used the frameworks, tools, and ideas from the readings in your analysis as appropriate. In grading class participation, I look at both the quantity and quality of contribution. With regards to quality, some of the criteria I shall apply include:

- Are the points made relevant to the discussion?
- Do they go beyond a mere recitation of case facts, and are implications clearly drawn?
- Is there evidence of analysis rather than expressions of opinions?
- Are the comments linked to those of others?
- Did the contribution further the class' understanding of the issues?
- Is the participant a good listener?
- Do comments raise interesting questions?
- In discussion, do the comments fit in the class context?
- Does the analysis make use of models and techniques from the readings or lectures?
- Are comments made in a respectful, professional, and constructive manner?

Students should not expect to receive full points for participation. Simply being present does not warrant full credit, nor does frequent participation that does not advance the learning of the class. I will use "cold calling" occasionally so you need to be prepared for each class. Cell phones must be turned off or set to the "silent" mode during classes. Laptops may not be used during case discussion segments and activities. Absenteeism and lateness to class count heavily against the participation grade since it adversely impacts the learning experience of the section as a whole. Anyone who cannot attend class should email me in advance if at all possible. **You are allowed ONLY ONE free**



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**absence for case discussion, class activity or guest speaker classes. If the activity spans two class sessions, missing both sessions counts as if you missed two classes. If you miss more than TWO such classes, you will receive ZERO points for participation.**

**Exams:** We will have THREE examinations, two midterms and a final exam, which will cover the course material to that point in the course, including lectures, discussions, and readings. Details about exam contents, time, and location will be discussed in the class. **Missed examinations may not be made up without prior permissions, no exceptions.**

**Attendance and Participation:** Every student in this course must abide by the Kuwait University Policy on Attendance (published in the Student Guide, Chapter 3, Section 13). A copy of the student guide can be accessed online on:

[http://kuweb.ku.edu.kw/cs/groups/do/documents/ku\\_content/kuw220298.pdf](http://kuweb.ku.edu.kw/cs/groups/do/documents/ku_content/kuw220298.pdf)

This course has a significant seminar component and class participation is critical to the learning experience. Participation will be assessed in each class period. Your class participation and attendance will both contribute to your score of in-class performance.

**Cheating and Plagiarism:** Every student in this course must abide by the Kuwait University Policy on Cheating and Plagiarism (published in the Student Guide, Chapter 3, Section 2). A copy of the student guide can be accessed online on:

[http://kuweb.ku.edu.kw/cs/groups/do/documents/ku\\_content/kuw220298.pdf](http://kuweb.ku.edu.kw/cs/groups/do/documents/ku_content/kuw220298.pdf)

Please carefully note all sources and assistance when you turn in your work. Under no circumstances should you take credit for work that is not yours. You should neither receive nor give any unauthorized assistance on any deliverable. If you have any questions about what constitutes “unauthorized assistance” please email me before the deliverable is submitted.

**Writing Style:** Students must refer to MLA writing style for their assignments and report writing. Refer to the English Language Center for help.

**Grading:**

The scores in this course will be the weighted average of the following items:

Weight	Description
20%	Case Quizzes and Class Participation (Collective learning, class discussion and class attendance)
20%	Exam 1
20%	Exam 2
40%	Final Exam
100%	TOTAL



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**Grade Distribution:**

PERCENT	GRADE
95.00 – 100.00 %	A
90.00 – 94.99 %	A-
87.00 – 89.99 %	B+
83.00 – 86.99 %	B
80.00 – 82.99 %	B-
77.00 – 79.99 %	C+
73.00 – 76.99 %	C
70.00 – 72.99 %	C-
65.00 – 69.99 %	D+
60.00 – 64.99 %	D
≤ 59.99 %	F

**Course Outline:**

Title	Topics
Introduction	What is Innovation? • The difference between creativity and innovation. • Innovation networks and ecosystems
Innovation	Types and patterns of innovation • Research & Development • Technology clusters • S-Curve of technology performance • Technology diffusion • Development of technology • Legal protection of intellectual properties
Disruption	Creative Destruction • Disruptive Innovation • Entry Timing and First Mover Advantage • Industry dynamics of innovation
Network Externalities	Emergence of standards • Sources of network externalities • Standards battles and design dominance
Organizational Learning	What is organizational learning • the building blocks of a learning organization • Organizational ambidexterity • Problematic search and barriers to learning and innovation
Design Thinking	Systematic problem solving • Design thinking process • Application of design thinking
Platform-based competition	What are platforms? • Sources of competitive advantage in platform- based markets
Business Model Innovation	Business models • How companies generate novel business models
Managing Innovation	Capturing learning from innovation • New Product Development (NPD) • Developing an innovation strategy (Dynamic capabilities)

**Important Dates**

Date	Event
December 2 <sup>nd</sup> , 2021	Last day to drop a course
January 20 <sup>th</sup> , 2022	Last day of classes
February 1 <sup>st</sup> , 2022, 8:00 AM – 10:00 AM	Final Exam



**Kuwait University**  
**College of Business Administration**  
**Management and Marketing Department**



**Undergraduate Program Learning Goals:**

**LG1. Ethical Skills:** A CBA graduate shall be able to recognize ethical issues present in business environment, analyze the tradeoffs between different ethical perspectives, and make a well-supported ethical decision.

**Student Learning Objectives:**

- 1.1. Identify the ethical dimensions of a business decision.
- 1.2. Recognize and analyze the tradeoffs created by application of competing ethical perspectives.
- 1.3. Formulate and defend a well-supported recommendation for the resolution of an ethical issue.

**LG2. Decision Making Skills:** A CBA graduate shall be able to recognize the extent of the implications of business decisions, evaluate different proposals based on available facts, and make a well-supported business decision.

**Student Learning Objectives:**

- 2.1. Recognize the implications of a proposed business decision from a variety of diverse, internal and external, stakeholder perspectives.
- 2.2. Evaluate the integrity of the supporting evidence and data for a given decision based on business principles.
- 2.3. Analyze a given business decision using integrative techniques, structures, and frameworks.

**LG3. IT and Computer Skills:** A CBA graduate shall demonstrate capabilities in using general-purpose computer applications

**Student Learning Objectives:**

- 3.1. Use a word-processing application to type and format a business document.
- 3.2. Use a data-processing application to analyze or solve a business problem.
- 3.3. Use a presentation-making application to prepare a slideshow for a business issue.

**LG4. Communication Skills:** A CBA graduate shall be able to communicate effectively in a wide variety of business settings.

**Student Learning Objectives:**

- 4.1. Deliver clear, concise, and audience-centered presentations.
- 4.2. Write clear, concise, and audience-centered business documents.

**LG5. Analytical Skills:** A CBA graduate shall be able to apply quantitative and qualitative methods to solve business problems.

**Student Learning Objectives:**

- 5.1. Use appropriate tools to solve a given business problem.
- 5.2. Analyze business problems using suitable business theories and techniques.
- 5.3. Structure logic and frame quantitative analysis to solve business problems.