



**LAGOS
BUSINESS
SCHOOL**

PAN-ATLANTIC UNIVERSITY

COMPETING WITH TECHNOLOGY AND INNOVATION (CTI)

COURSE OUTLINE Professional MMBA PROGRAM

Facilitator: Dr. Chidozie Nsoedo

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ADMINISTRATIVE INFORMATION

This course outline and content was originally developed and facilitated by Professor Adegoke Oke, a visiting Professor at the Lagos Business School and a Professor at the Arizona State University. The course is now being facilitated by Dr. Chidozie Nsoedo. You can reach Dr. Nsoedo using the email address specified above.

COURSE OBJECTIVE

The business environment all over the world is getting tougher, markets are becoming fragmented; an increasing number of firms are competing for limited client funds. In addition, artificial restrictions to competition are increasingly disappearing and the increasingly globalized economy means that local firms face competition from international players. The Covid-19 pandemic imposed additional challenges on businesses, but it also created potential opportunities for businesses.

The implications of these are that firms must differentiate themselves through innovation as innovation has become a critical tool for creating competitive disequilibrium, enabling the firms to create superior value for customers. In other words, firms need to constantly create and design new products and

services to achieve sustainable competitive advantage. Technology plays a key role in innovation. Particularly in the post-Covid-19 era, technological solutions will play a key role in helping to navigate challenges. In sum, firms that are able to sustain a series of successful innovations will remain ahead of their competitors.

This course has been designed to achieve the following objectives:

- Provide an understanding of various managerial issues involved in delivering strategic innovation.
- Enable participants to understand how to become innovation leaders and change agents in identifying the need for innovation, building innovation into complex organizational processes and delivering strategic innovations to achieve competitive advantage.
- Enable students to develop the ability to critically evaluate and apply concepts and approaches in managing technology and innovation

Assessment Method

This describes the assessment method intended for this course including the grading system.

S/N	Assessments	Percentage Required (%)
1	Class Participation*	30
2	Assignments	25
3	Practice Based Assignment	45
	Note 1 * must be at least 70%, (this will include both on-campus sessions and online sessions)	

COURSE CONTENT

The indicative course content is shown in the table below.

Sessions	Topics and Cases	Deliverables	Facilitator
CTI-1	Introduction to innovation; Course Objectives; Innovation project Understanding Innovation. Why Innovate? <ul style="list-style-type: none"> - Interactive Class Discussion Reading: <i>Practical Innovation</i> Chapter 1		Dr Chidozie Nsoedo.
CTI-2	Innovation in Emerging Markets <ul style="list-style-type: none"> - <i>Case Study: Danimal in South Africa: Management Innovation at the bottom of the pyramid IVEY 910M99-PDF-ENG</i> Reading <ul style="list-style-type: none"> - Serving the world's poor profitably, Prahalad and Hammond, HBR article, 2002. R0209C-PDF-ENG - Oke et al. 2022. Out of Africa. Supply Chain Management Review (January) 	Submit a 1-page answer to Danimal case study questions	Dr Chidozie Nsoedo.
CTI-3	Technology & Innovation Strategy 1 – Disruptive Innovations (Scenario Planning) <ul style="list-style-type: none"> - Class Discussion + Exercise Reading <ul style="list-style-type: none"> - Practical Innovation Chapters 1 & 2 - Blue Ocean Strategy (Kim & Mauborgne, HBR article Oct 2004 		Dr Chidozie Nsoedo.
CTI-4	Stimulating Creativity and Ideas for Innovation Class Discussion + Exercise		
CTI-5	Topic: Stimulating Creativity and Ideas for Innovation Reading: Practical Innovation Chapter 5 Practical Innovation Chapter 6 <ul style="list-style-type: none"> - Cooper, R.G. Stage-Gate Systems: A new tool for managing new products, Business Horizons, May-June, 1990.. 		Dr Chidozie Nsoedo.

CTI-6	Topic: Harvesting Ideas, Selection and Portfolio Management Class Discussion + Exercise Case: Product selection at PCM Reading Practical Innovation Chapter 6 Cooper, R.G. Stage-Gate Systems: A new tool for managing new products, Business Horizons, May-June, 1990..		Dr Chidozie Nsoedo.
CTI-7	Topic: Technology & Innovation Strategy II: Disruptive Innovations - Case: Nintendo's Disruptive Strategy: Implications for the Video Game Industry, ACRC HKU814-PDF-ENG - Sunglasses video - - Reading: Practical Innovation Chapter 2	Submit a 1-page answer to Nintendo case study questions before class time	Dr Chidozie Nsoedo.
CTI-8	Topic: Implementing Technological Innovations: Time to Market/Teams Class Discussion + Exercise - Reading: Practical Innovation Chapter 7	Complete Belbin Questionnaire before class time	Dr Chidozie Nsoedo.
CTI-9	Topic: Leading Innovative Changes: People and Culture Class Discussion + Exercise Reading Practical Innovation Chapters 7 & 8 Oke, A., Munshi, N. and Walumbwa, F. "The Influence of Leadership on Innovation processes and activities" Organizational Dynamics 38(1), pp. 64-72. 20092		Dr Chidozie Nsoedo.
CTI-10	Topic: Making it Happen: Managing Change for Innovation Case: Driving Change at Seagate HBS case 9-304-002 - Deep Dive - Reading: Practical Innovation Chapters 7 & 8	Submit a 1-page answer to Seagate case study questions before class time	Dr Chidozie Nsoedo.
CTI-11	Topic: Practice-Based Project Presentations		Dr Chidozie Nsoedo.
	Practice-Based Project Report due	Reports Due	Dr Chidozie Nsoedo.

Practice-Based Innovation Project

The objectives of the project can be summarized as follows. Using the tools and frameworks learned in class, you will:

- Identify and select a company as the focus of the project
- Your job as a project team is to identify innovations that can move this company forward
 - o Generate ideas for potential innovations (new products, new services, new processes, business models, etc.) for the company. *You will imagine that your report and presentation is being done for the board of directors of the company who will decide to either accept and fund your innovation project or reject your idea.*
 - o Screen the ideas generated above and select an idea based on good analysis of the competitive market environment and analyze the potential of the innovation to achieve *sustainable competitive advantage*
 - o Develop an implementation strategy for the company taking into account potential barriers.

Although this is a team-based project work, the contribution of each team member will be evaluated through a confidential peer evaluation report.

Project Report Grading Requirements: Not more than 7 pages

Must be submitted not later than 11:55pm on due date.

Sections	Grade	Minimum Requirements
Executive summary	10%	Clear and succinct summary of the project and findings
The Company/Case	10%	A brief overview of the company/case. Background of the product/service/process type, market etc. Why does the company need to innovate?
Competitive environment. Identification of opportunities (Gap analysis)	20%	What are the gaps in the industry or the competitive environment in which this company operates? Are there opportunities for disruptive innovations or other types of innovation? Is the identification of gaps based on a systematic analysis? How was this information collected?
Generation of ideas for innovations	15%	Is there a good mix of different ideas for disruptive and continuous innovations? Are the ideas realistic? Are the ideas related to the gaps identified? Is there a good description of the process used to come up with these ideas? How innovative is (are) the ideas?
Prioritization and selection of innovation ideas	15%	Have the ideas been systematically analyzed to arrive at priorities? Have relevant frameworks been applied in prioritizing ideas? Are good justifications provided?
Implementation strategy	20%	Is there a proposed strategy for implementing the idea(s)? Is this strategy realistic? Has it considered contextual issues, cost issues, cultural issues and other potential barriers? Is there a realistic roadmap? Would the target company accept this recommendation?
Conclusion	10%	What are the potential implications of implementing the innovation idea(s) in the company? What impact would it have on the company? What assumptions are your predictions based on?

Practice Project Presentations Grading

The project presentation will be graded based on a number of key factors including the following:

- Originality of the innovation (newness and innovativeness) – **30%**
- Feasibility and marketability of the innovation – **30%**
- Ability of the innovation to secure competitive advantage for the firm – **20%**
- Organisation of presentation, logical flow, keeping within specified time limits and clarity of the presentation – **10%**
- Ability to maintain audience interest during the presentation as well as poise and confidence will also be considered. – **10%**

Course Text

Oke, A. (2019). Practical Innovation. XanEdu Publishing, Ann Arbor, USA. ISBN 13: 978-1-59399-585-0. Available on Amazon or as (ebook) at <https://connect.xanedu.com/serve/xen/xaneducustom/store/catalogue/22166/>

Graded Case Study Discussion Questions.

Please prepare a 1-page individual answer to the following questions for each case and submit on the learning platform by the due dates specified in the course outline.

1. DANIMAL IN SOUTH AFRICA

- a. How does the Danimal project shed light on and challenge the principles suggested to manage the base of the pyramid?
- b. How would you measure the success of the Danimal project?
- c. Discuss the approach taken by Maria Pretorius in managing the Danimal product line

2. NINTENDO'S DISRUPTIVE STRATEGY

- a. What does disruptive technology mean? What are the principles behind it?
- b. What are the main features of disruptive strategy that have made the Wii such an overwhelming success?
- c. Assess the competition faced by Nintendo's Wii. What are the strategies and options available to competitors to meet Nintendo's challenge?

3. Driving Change at Seagate

- a. What were the key drivers of change at Seagate?
- b. What were the key factors responsible for the successful cultural transformation at Seagate into an innovative organization?
- c. How would you characterize Seagate's culture before and after the transformation?

Relevant readings

98501: Amabile, T.M. How to kill Creativity, Harvard Business Review, Vol. 76, No. 5 (Sept-Oct, 1998), pp. 77-87.

Serving the world's poor profitably, Prahalad and Hammond, HBR article, 2002. R0209C-PDF-ENG

Oke, A., Munshi, N. and Walumbwa, F. "The Influence of Leadership on Innovation processes and activities" Organizational Dynamics 38(1), pp. 64-72. 2009

Cooper, R.G. Stage-Gate Systems: A new tool for managing new products, Business Horizons, May-June, 1990.

Hargadon, A. and Sutton, R. Building an Innovation factory, Harvard Business Review, May-June 2000

Chiesa, V., Coughlan, P. and Voss, C.A. Development of a technical innovation audit, Journal of Product innovation Management, vol. 13, no. 2, march 1996, pp. 105-36.

Oke, A. Innovation Types and Innovation Management Practices in Service Companies, International Journal of Operations and Production Management, Vol 27 (6) 2007.

Phaal, R., Farrukh, C., Mitchell, R. and Probert, D., Starting up Roadmapping Fast, Research Technology Management, 2003, pp. 52-28.

The five competitive forces that shape strategy (Michael Porter), HBR article, Jan 2008

Blue Ocean Strategy (Kim & Mauborgne, HBR article Oct 2004