

## **Strategic Planning, Communication & Innovation - Com. 6800**

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**Office Hours: Tues. 3:45-5:15PM**

**Wed. 3:45-5:15PM**

**or by Appointment**

**Sprau Tower, 324**

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### **COURSE DESCRIPTION**

This course will examine the importance of innovation (and innovative thinking) to the long term success of today's business and nonprofit organizations. Strategic planning is the set of managerial decisions and actions that determine the long term performance of a company or organization. Innovation is important because it creates a long-term lasting advantage for an organization. The goal of highly innovative organizations is to make innovation a sustainable, repeatable process. A basic theme found throughout this course is that successful innovation presupposes effective communication between and among all organizational players involved in the development of new products and services. This is at the heart of change management.

Today, innovation is about much more than developing new products. It is about reinventing business and organizational processes and building entirely new markets to meet untapped customer needs. In the field of business and technology, innovation breaks down into three subset areas. They include: 1) product innovation, 2) business model innovation and 3) process innovation. Some of today's more innovative companies are innovative in all three areas. A second important theme has to do with how users adapt and respond to change. Special attention is given to the topics of diffusion of innovation and the innovator's dilemma.

## Required Reading and Materials

- 1) W. Chan Kim and Renee Mauborgne, **Blue Ocean Strategy**, (Cambridge, MA: Harvard Business School Press, 2006).
  - 2) Chris Anderson, **The Long Tail: Why the Future of Business is Selling Less of More**, (New York: Hyperion, 2006).
  - 3) Richard A. Gershon, **Com. 6800 Course Pack**, including a full set of power point slides. The Com. 6800 course pack is available at the WMU bookstore.
  - 4) A set of on-line readings to correspond with weekly topic issues
  - 5) A three ring binder -- with section tabs for 10 units
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## COURSE OUTLINE AND PRESENTATIONS:

### Jan. 8            **Innovation Defined**

Innovation and Lasting Advantage  
Sustaining v. Disruptive Technologies  
Good-to-Great Organizations, Jim Collins  
Blue Ocean Thinking, W.C. Kim & R. Mauborgne

### Jan. 15          **Strategic Planning (Part I.)**

Environmental Scanning  
Strategy Formulation

### Jan. 22          **Strategic Planning (Part II.)**

Strategy Implementation  
Evaluation and Control

### Jan. 29          **Product Innovation**

Creating Untapped Customer Demand  
Principle of Lasting Advantage

- Sony Walkman
- Apple iPod

Feb. 5            **Business Process Innovation**

- Supply Chain Management
- Enterprise Resource Management
- Six Sigma
  - Dell Computer
  - Netflix

Feb. 12           **EXAM I.**

Feb. 19.          **Business Model Innovation**

- Blue Ocean Strategy*, W.C. Kim & R. Mauborgne
- Value Innovation
  - HBO
  - Amazon.com
  - Google

Feb. 26.          **Strategy, Innovation and the Global Organization**

- Understanding the Transnational Organization
- Foreign Direct Investment Strategies
- Mergers, Acquisitions and Global Partnerships
- Intelligent Networking
- Global Outsourcing: Strengths, Limitations and Challenges

\*\*\* SPRING BREAK \*\*\* March 2<sup>nd</sup> -8<sup>th</sup>

Mar. 12           **Why Companies Fail to Innovate**

- The Innovator's Dilemma, C. Christensen
- The Innovator's Dilemma and Product Life Cycle
- Organizational Issues
  - The Tyranny of Success
  - Organizational Culture
  - Lengthy Development Times – Poor Coordination
  - Risk Averse Culture - Resistance to Change
  - Product Marketing Failures

Mar. 19      **Project Presentations**

Project Presentations Due

Mar. 26      **Project Presentations**

*The Long Tail*, Chris Anderson

Apr. 2      **Innovation, Communication and Change Management**

Initiating Change  
Understanding User Resistance  
Diffusion of Innovation  
Intended v. Unintended Consequences

Apr. 9      **Developing a Culture of Innovation**

Principle of Continuous Improvement  
Total Quality Management  
Value of Partnerships and Collaboration

- Apple
- Google
- Sony
- Toyota

Apr. 16      **Exam II.**

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