Objective:
The objective of the course is to review the various aspects of management of technology and their impact on business. Our focus will be the strategic aspects of managing technology involving generation, utilization and diffusion of technology. We will review how technology changes an industry.

Pedagogical methods:
As a distance learning course, much will depend on your motivation to keep up the reading and be punctual in submitting assignments. We will use electronic means to discuss the materials and you will be expected to participate in the discussions. To have a mutually successful learning experience, I will urge you to
1. Keep up with the readings
2. Submit the assignments on schedule
3. Engage in discussions by reading the assignments submitted by other students.

Tips for Case Analysis:
In your analysis of cases, you should:
1. focus on the key issues, salient points;
2. provide your analysis of the issues using the concepts from the course;
3. take a position and justify your position.
Final Exam:

The final exam will consist of a paper.

In this assignment, you have to analyze how technology has affected the company in terms of its operation. The areas to be examined are:

- Nature of the competition and how it has changed due to changes in technology
- Evolution of product lines
- Behavior of its customers in terms of their expectations and preferences
- Cost structure
- Strategies followed by the company to keep pace with the technological developments
- International aspects of the implications of technology
- Government regulations: Changes and trends.

The above points are for general guidelines only.

Grading
Grading will be based on the following:
- Written Case Analysis: 50%
- Term project: 30%
- Class Participation: 20%

Materials to be used in the class

Book:

- Creative Destruction: Why companies that are built to last underperform the market and how successfully transform them by Richard Foster and Sarah Kaplan New York: Doubleday 2001 ISBN0-385-50133-1

Reference Books (Read from Library if you don’t want to buy)

1. Innovator’s Dilemma: Clayton Christenson Harvard Business School Press

Readings:
- Discipline of innovation by Peter Drucker HBR #85307
- Managing innovation: Controlled chaos by J.B. Quinn HBR #85312
- Creativity and Innovation Organizations by Teresa Amabile Harvard Note #9396-239
- Managing for Creativity by Teresa Amabile Harvard Note # 9-396-271
There are eight modules in this course. You go through these modules at your own pace. Please post your questions, comments and related issues. You will be evaluated on your participation. I have also provided the assignments of cases and the due dates for written analysis of these cases. Each analysis should be 4-8 pages in length. Use the tips that I have given you as guidelines for analyzing these cases.

You must follow the NJIT Honor code and testify that all work submitted are your own.

SCHEDULE

Module 1  Introduction of the course and objectives
Technology and Corporate Strategy: An overview
(Reference Foster & Kaplan book)

Module 2  Value Innovation
Reference: Strategic Logic by Kim & Mauborgne
Disruptive Technology by Christenson

Module 3  Creativity
Reference 3 articles by Amabile

Module 4  Project Management & New Product Development
New Product Development Initiative by Wheelwright
Creating Project Plans by Wheelwright & Clark

Module 5  Role of Individuals in Innovation Management
Ref: articles by Donald Frye and Chakrabarti

Module 6  Dynamics of Industry
Ref: Utterback
   Foster & Kaplan

Module 7  Knowledge Strategies
Book by Nonaka

Module 8  Intellectual Property Issues
Materials will be posted on the web

CASE ASSIGNMENT DUE DATES

SKA (Sweden) # 9-195-180     January 24 2003
HP KittyHawk  697-060           FEBRUARY 6 2003
Techsonics 9-591-007            FEBRUARY 13 2003
Advanced Inhalation Research #9-899-292  FEBRUARY 20 2003
Guidant: Cardiac Rhythm #9-698-021  FEBRUARY 27 2003
Unilever Butter Beater 9-698-017  March 10 2003
Porsche AG 9-193-071             March 20 2003
Taco Bell 9-398-129              March 27 2003
Black and Decker 9-997-003       April  7 2003
RCA Records 9-800-014            April  21 2003

PROJECT PROPOSAL DUE  FEBRUARY 15 2003

PROJECT REPORT DUE MAY 8 2003