



北京大學
汇丰商学院

Peking University HSBC Business School

Technology Innovation Management 2nd Module, 2018-2019

Course Information

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Office Hour: Mondays & Thursdays 9:00am-10:30am or by appointment

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Classes: Mondays & Thursdays 10:30am-12:20pm

Venue: PHBS Building, Room TBD

1. Course Description

1.1 Course overview

There are two fundamentally different types of entrepreneurial ventures: those that exploit non-technology business opportunities; and those that exploit business opportunities derived from technology and innovation. This course addresses the needs of future entrepreneurs in the second category, focusing on the exploitation of technology and innovation opportunities in entrepreneurial venture design and implementation processes.

Specifically, this course covers topics in two main areas: (1) Key concepts and principles in technology and innovation management, including the typology of technological innovation, competitive strategies based on technology and innovation, organizational structures facilitating innovation, etc. (2) Key concepts and principles in technology entrepreneurship, including the identification of emerging technology trends and opportunities, the value creation and value appropriation through technology ventures.

1.2 Textbooks and Reading Materials

1.2.1 Textbook

1. Innovation Management, Jin Chen, Gang Zheng, Peking University Press, Third Edition (in Chinese)

2. Technology Ventures: From Idea to Enterprise, Thomas H. Byers, Richard C. Dorf, Andrew Nelson, McGraw Hill, 2011, Third Edition (either print or ebook from Amazon.com or coursesmart.com).

1.2.2 Reading

1. George Day. Is it real? Can we win? Is it worth doing? Managing risk and reward in an innovation portfolio. Harvard Business Review. December 2007.

2. William Sahlman. How to write a great business plan? Harvard Business Review. July-August 1997.

2. Learning Outcomes

2.1 Intended Learning Outcomes

Learning Goals	Objectives	Assessment
1. Our graduates will be effective communicators.	1.1. Our students will produce quality business and research-oriented documents.	Yes
	1.2. Students are able to professionally present their ideas and also logically explain and defend their argument.	Yes
2. Our graduates will be skilled in team work and leadership.	2.1. Students will be able to lead and participate in group for projects, discussion, and presentation.	Yes
	2.2. Students will be able to apply leadership theories and related skills.	
3. Our graduates will be trained in ethics.	3.1. In a case setting, students will use appropriate techniques to analyze business problems and identify the ethical aspects, provide a solution and defend it.	Yes
	3.2. Our students will practice ethics in the duration of the program.	
4. Our graduates will have a global perspective.	4.1. Students will have an international exposure.	Yes
5. Our graduates will be skilled in problem-solving and critical thinking.	5.1. Our students will have a good understanding of fundamental theories in their fields.	Yes
	5.2. Our students will be prepared to face problems in various business settings and find solutions.	Yes
	5.3. Our students will demonstrate competency in critical thinking.	Yes

2.2 Course specific objectives

This course offers students a unique opportunity to learn about:

- (1) The identification and evaluation of technology and innovation-based business opportunities,
- (2) The exploitation of valuable technology and innovation-based business opportunities, through the design of best-fit entrepreneurial ventures,
- (3) The various aspects of technology venture management decision-making, including competition, market and customers, financing, business model, team and organization, intellectual property, etc.

2.3 Assessment/Grading Details

1. Individual	
- Class participation (including attendance)	20%
2. Group	
- Paper presentation	20%
- New Technology Venture Project	
1. Technology Opportunity Analysis & Idea Pitch	30%
2. Business Plan Presentation	30%
	Total: 100%

Session #6 Technology Industry Analysis

Paper

Agarwal, R., Sarkar, M. B., & Echambadi, R. 2002. The Conditioning Effect of Time on Firm Survival: An Industry Life Cycle Approach. Academy of Management Journal, 45(5): 971-994.

Week 4 – Technology-based Strategy

Session #7 Technology-based Marketing Strategy

Session #8 Technology-based Competitive Strategy

Paper

Anderson, P., M.L. Tushman. 1990. Technological discontinuities and dominant designs: a cyclical model of technological change. Administrative Science Quarterly 35(4) 604-633.

Week 5 - Technology Opportunity Analysis

Session #9 *Tech Opportunity Analysis & Idea Pitch*****

Session #10 *Tech Opportunity Analysis & Idea Pitch*****

Week 6 - Technology Venture Formation

Session #11 Resource Orchestration

Paper

Baker T, Nelson RE. 2005. Creating something from nothing: Resource construction through entrepreneurial bricolage. Administrative science quarterly 50(3): 329-366.

Session #12 Team Building

Paper

Gupta, V., I.C. MacMillan, G. Surie. 2004. Entrepreneurial leadership: developing and measuring a cross-cultural construct. Journal of business venturing 19(2) 241-260.

Week 7 - Technology Venture Growth

Session #13 Technology Venture Financing

Session #14 Growth and Exit

Paper

Eisenmann, T.R. 2006. Internet companies' growth strategies: determinants of investment intensity and long - term performance. Strategic Management Journal 27(12) 1183-1204.

Week 8 - Technology Venture Operations

Session #15

Business Plan for Technology Ventures

Session #16

Technology Ventures Risk Management

Paper

Li, Y., T. Chi. 2013. Venture capitalists' decision to withdraw: The role of portfolio configuration from a real options lens. Strategic Management Journal 34(11) 1351-1366.

Week 9 - Final Presentation

Session #17

***** Business Plan Presentation *****

Session #18

***** Business Plan Presentation *****