The Institute of International Management is dedicated to providing a quality teaching and research environment to provide students with a broad, integrated knowledge of management in preparation for successful careers in business, government or academia.

**General Program Learning Goals** (goals covered by this course are indicated):

- Graduates should be able to communicate effectively verbally and in writing.
- Graduates should solve strategic problems with a creative and innovative approach.
- Graduates should demonstrate leadership skills demanded of a person in authority.
- Graduates should think with a global management perspective.
- Graduates should possess the necessary skills and values demanded of a true professional.

Instructor: Dr. Don Jyh-Fu Jeng (鄭至甫)
Office: Rm# 27807 (The 8th floor of Yun-Ping Building, East Block)
Office Hours: 14:00-16:00 Tuesday, 09:00-11:00 Friday, and by appointment
Phone: 06-2757575 ext. 53563
E-mail: jeng@mail.ncku.edu.tw
Class Time: 9:10 - 12:00 Tuesday
Class Location: Rm# 62401
Course TA: Mr. Sambath Phou
TA's E-mail: sambathphou@yahoo.com

**Course Perspective:**
This course focuses on the strategic management of technology and innovation in the business environment - both new firms and established firms. The conceptual framework of the course is an evolutionary process perspective on technology strategy and innovation. The fundamental ideas underlying this perspective are:

1) that a firm's technology strategy emerges from its technological competencies and capabilities;
2) that technology strategy is shaped by external (environmental) and internal (organizational) forces; and
3) that the enactment of technology strategy, through the experience a firm generates serves to further develop the firm’s technological competencies and capabilities.

Students are expected to learn the best (or worst) practices of technology management through case discussion.

**Course Objectives:**
To develop an awareness of the range, scope, and complexity of the issues and problems related to the strategic management of technology and innovation, this course is designed:

- To develop an understanding of the “state of the art” of the strategic management of technology and innovation.
- To develop understanding about the process of bringing “newness” into an organization - through internal innovation and/or through external strategic alliances.
• To develop a conceptual framework for assessing and auditing the technology capabilities of a business organization.
• To develop insight concerning the skills necessary to be effective as a general manager in the innovation process and/or alliance building process.
• To offer some practice in defining and working out strategic management problems related to innovation and corporate technology management.

**Teaching Method:** Case study, group discussion supported with lectures.

**Instruction Materials:**

- Ivey Publishing (http://cases.ivey.uwo.ca/):
  - *Talking About...RFID* by Darren Meister and Ken Mark (Case# 9B05E011)
  - *GigaNet, Inc.* by Paul Croke and David T.A. Wesley (Case# 9B04M039)
  - *Research in Motion: The Acquisition of Slangsoft (A)* by Rod E. White and Ken Mark (Case# 9B03M009)
  - *Taiwan Taxi's iCall system: Realizing the Value of GPS-Dispatch Systems* by Deborah Compeau, Rueylin Hsiao, Sheng-Tsung Hou (Case# 9B09E021)
- Harvard Business Publishing (http://hbsp.harvard.edu/)
  - *HTC Corp. in 2009* by Renee Kim (Case# 9-709-466)
- Unpublished, National Cheng Kung University
  - *Solar Future Inc.* by Christine Hunt, Devon Banks and Don Jyh-Fu Jeng
- Harvard Business Review
  - *Can Science Be a Business? Lessons from Biotech* by Gary P. Pisano
  - *Real-World R&D: Jumping the Product Generation Gap* by Marco Iansiti
  - *Teaming Up to Crack Innovation & Enterprise Integration* by James I. Cash, Jr., Michael J. Earl, and Robert Morison
  - *Technology Integration: Turning Great Research into Great Products* by Marco Iansiti, and Jonathan West
  - *Value Innovation* by W. Chan Kim, and Renée Mauborgne
- Other references will be delivered or announced in the class.

**Important Notice:** All the instruction materials must be legal copies.

- Ph.D. student is expected to conduct a research-based term paper include a presentation.

**Course Arrangement and Requirement:**

- Students are expected to form into groups for pre-class case discussion, homework assignment, group presentation, and to work on a term project. Each team member should contribute equally to the group. Your final grade in this area will also be based on peer evaluations from your team members.
- This course will run mainly in case discussion format. You are expected to be prepared and participate in class discussion. **Do not come to class unprepared.**
- A term project will be assigned at the beginning of semester, which contains three portions: proposal
presentation, final presentation, and final report.

- The HBR articles in varies perspective is assigned as in-class lecturing material. As well, a textbook is assigned for reference. Referring the cases and HBR articles to the textbook is highly recommended. Pre-reading prior to the class will be much helpful for participation. You are welcome to discuss with lecturer for all the materials related to the subject.
- Guest speech and a field trip are incorporated in this course to enhance the learning. The field trip will be fully (or partially if financial support available) on students’ own cost. The class schedule of these activities will be rearranged accordingly.

**Grading Policy:**
- Class attendance (individual-based) 20% (under normal circumstance, see Other Policies: 2)
- In-class participation (individual-based) 20%
- Homework assignment (group-based) 10%
- Group presentation (HBR) (group-based) 20%
- Term project (group-based) 30%

**Grading Policy for AACSB Multiple Assessment:**

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<th>Class attendance</th>
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<th>Homework assignment</th>
<th>Group presentation</th>
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**Class Schedule:** (The schedule is subject to change due to class circumstances)

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<tr>
<th>WEEK</th>
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<th>TOPIC</th>
<th>PRE-READINGS</th>
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<tbody>
<tr>
<td>1</td>
<td>2/22</td>
<td>Introduction and Overview of the Course</td>
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<td>2</td>
<td>3/1</td>
<td>Talking About...RFID by Darren Meister and Ken Mark</td>
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<td>Introduction to Management of Technology and Innovation</td>
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<td>Introduction to the term project assignment</td>
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<td>Ivey Case# 9B05E011</td>
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<td>3</td>
<td>3/8</td>
<td>(Class rescheduled and join with 5/31)</td>
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<td>4</td>
<td>3/15</td>
<td>Term Project Proposal (Presentation)</td>
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<td>3/22</td>
<td>Research in Motion: The Acquisition of Slangsoft (A) by Rod E. White and Ken Mark</td>
<td>Ivey Case# 9B03M009</td>
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<td>3/29</td>
<td>HBR: Teaming Up to Crack Innovation &amp; Enterprise Integration by James I. Cash, Jr., Michael J. Earl, and Robert Morison</td>
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<td>4/5</td>
<td>Spring break</td>
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<td>4/12</td>
<td>GigaNet, Inc. by Paul Croke and David T.A. Wesley</td>
<td>Ivey Case# 9B04M039</td>
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<td>4/19</td>
<td>HBR: Value Innovation by W. Chan Kim, and Renée Mauborgne</td>
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<td>4/26</td>
<td>Class rescheduled to 14:10-17:00, 4/28</td>
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<td>5/3</td>
<td>HBR: Real-World R&amp;D: Jumping the Product Generation Gap by Marco Iansiti</td>
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<td>5/10</td>
<td>Solar Future Inc. by Christine Hunt, Devon Banks and Don J.F. Jeng</td>
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<td>5/17</td>
<td>HBR: Technology Integration: Turning Great Research into Great Products by Marco Iansiti, and Jonathan West</td>
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<td>5/24</td>
<td>Class rescheduled to 14:10-17:00, 5/26</td>
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<td>5/31</td>
<td>Field Trip: National Center for High-Performance Computing, Tainan Branch</td>
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<td>HTC Corp. in 2009 by Renee Kim</td>
<td>Harvard Case# 9-709-466</td>
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<td>6/21</td>
<td>Term project presentation</td>
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<td>6/28</td>
<td>(Final Exam Week) Term project presentation</td>
<td>(Final report due / Ph.D. student research-based term paper due)</td>
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Other Policies:

1. Assignment and Grading:
   - All assignments must be submitted to the Moodle.
   - Assignment is due exactly at the prescribed time (Moodle features timestamp). **No late assignment is accepted.**
   - Any questions or complaints regarding the grading of an assignment or report must be raised within one week after the score is made available.
   - All assignments and reports should be your original work/concept.
2. Attendance:
   - You **must display your name tag** in front of the desk for discussion purpose.
   - You have to sign the attendance sheet when enter the classroom.
   - If you sign for other students or do not sign on the attendance sheet, you will be regarded as “being absent” no matter what evidence you provide to the lecturer afterwards.
   - If you come in class late or leave early, your attendance counts a half only.
   - There is no need for you to ask for apology when you are absent from class.
   - Student leave (whether casual or sick leave) **exceed one third (1/3)** of the total lecture hours in the semester will automatically results **FAIL** in the final grade.

3. Penalty for cheating and plagiarism will be extremely severe. Use your best judgment. If you are not sure about certain activities, consult the instructor. **Standard academic honesty procedure will be followed and active cheating and/or plagiarism automatically results FAIL in the final grade.**

4. You are expected to come fully prepared to every class and responsible for everything discussed in class. Note your attendance and participation counts. You may receive a zero for absence or lack of participation.

5. The laptop usage is limited only for in-class related activity. The Internet surfing, chatting, or any other non-class-related usages are forbidden.

6. Pay very careful attention to your e-mail correspondence. It reflects your communication skills. Avoid use non-standard English such as "how r u?" in your e-mail message. In addition, it is recommended to indicate the class number and a brief summary of your question in the e-mail subject. For example,

   Subject: RA53500  A question on homework

7. I immediately discard anonymous e-mails.

8. The ringing, beeping, buzzing of cell phones and/or watches during class time is extremely rude and disruptive to your fellow students and to the class flow. Please turn all cell phones and watches off or into silent mode prior to the start of class.

9. For any disability accommodations needed for the course, please do not hesitate to notify the instructor for assistance.