COURSE SYLLABUS

EB 192 – Change and Innovation
Spring Semester 2008 – DH100 – Wednesday 3:15-6:15PM

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COURSE DESCRIPTION: This course examines the primary economic components and freedoms that define the American private enterprise system, and the impacts (both negative and positive) that the emergence of change and innovation have on the stability and viability of the private sector. The focus is on the industry-level at which emerging innovations come forth from individuals/firms, and the change(s) they effect on all industry stakeholders (both favorable and detrimental). And within the broader mission of Westmont as a Christian liberal arts college, the course also seeks to specifically integrate various aspects of the college’s six campus-wide learning standards, and encourages students to reflect on how these relate to one another and the learning endeavor of this course. As such, change and innovation will be discussed in light of a clear Christian orientation as it relates to critical thinking from an interdisciplinary perspective. The seminar will also address issues of diversity (locally and worldwide) as they relate to change and innovation threats and opportunities. Course discussion will also specifically develop an active societal and intellectual engagement among students of crucial industry issues about change and innovation in the contemporary private and public sectors. Finally, the independent industry research and reporting will help students further develop strong written and oral communication skills, and a clear understanding of the role of technology in this learning processes, and how to utilize it thoughtfully and ethically.

The following topics are covered:

- the basis and tenets of American freedoms
- the components of the private enterprise system
- sources and types of macroeconomic and business change
- the role of process innovation and re-engineering in the private sector
- the dominant role of high technology (HT) in shaping product developments
- the emerging redefinition of human/intellectual capital
- the broadening of the scope of information technology (IT) into all areas of enterprise
- the principles and function of strategic management, and
- the ethics and issues of successful change management.

REQUIRED READINGS:

- Clayton Christiansen. *Seeing What’s Next: Using Theories of Innovation to Predict Industry Change.*
RECOMMENDED READINGS (for short papers and industry projects):

- Tushman and Anderson. *Managing Strategic Innovation and Change*.

COURSE STRATEGY: The goal is to expose students to a full range of issues and problems related to contemporary and historic American private enterprise, and the roles that emerging change and innovation play in impacting this in the contemporary external environment. Class will be used to introduce and explain new material, and engage students in a high level of interactive dialogue about the contemporary issues related to the material. Students will have numerous opportunities to put their new knowledge into practice, including:

COURSE REQUIREMENTS:

**Attendance:** Students are expected to attend all class sessions, and are strongly advised not to miss class unless it is due to extenuating circumstances. The course meets once a week in a seminar format, so only one unexcused absence is permitted without having any effect on the student's course grade.

**Reading Summaries:** These deal with basic concepts taken from the reading assignments. As a seminar class, it is absolutely imperative that students stay on track with the reading schedule posted in the course outline. At times, an unannounced quiz will be given on material already outlined in a readings summary. There are no make-up quizzes or make-up summaries to replace those that missed a due-date.

**Industry Analysis:** Student teams will complete a comprehensive industry analysis from any of the industries that comprise the "Technology" sector, or a sector that widely utilizes high technology products and processes. Past choices have included: a) Internet/web hardware/software, b) global positioning systems, c) satellite/wireless telecommunications, d) alternative fuels, energy, e) transportation including auto, rail, trucking, f) general computing software-hardware advances, g) nanotechnology, and h) airlines, and i) various forms of biotechnology engineering. The report will detail the historic strengths and weaknesses of the industry, recent or emerging changes and innovation closely associated with its market, key firms ("players"), a valuation within the Tech sector, and a frank assessment of the near-term, intermediate-term, and long-term viability in light of such change. Students can put into practice their working knowledge, skills, and interpretation developed through the readings and class discussions. The analysis comes together in formal stages at specific benchmarks during the course of the semester.

A typical analysis is 20-30 pages, spiral bound hard-copy in its final format. The Industry Analysis process concludes with each of the student teams making a formal presentation that is open to the entire Westmont campus and to the general public, typically held in Hieronymous Lounge or in Founders Room at KSC. The development, research, and compilation of the industry analysis, combined with the formal presentation, meets the Westmont General Education requirement for the area within Competent and Compassionate Action noted as “Productions and Presentations”.

**Oral Briefings:** At random throughout the semester, students will provide a short oral review of one specific topic examined in the class readings. Students will typically have 2-3 days to prepare a 10-minute
overview of the topic, any related issues, and how it fits in the context of the course. Student colleagues will have opportunity to ask questions and interact with the presenter once the briefing is completed.

**Position Papers:** Students will write two short (4-page) position papers, one dealing with the tenets and concepts of change in private enterprise, and another dealing with the sources and impacts, and the role and function, of innovation in the private sector. These are highly editorial in content and must be fully documented. Students will exchange papers and provide input on the grading process for peer work.

**Midterm Examination:** Covers first half of the term, combines oral exam + take-home executive summary.

**Final Examination:** The course concludes with a comprehensive combined oral and take-home examination. The oral exam must be taken at the scheduled time. Alternative times can only be scheduled through the Office of the Provost (see Westmont College Academic Policies and Procedures).

**GRADING:**
- **Exceptional:** A or A- and a GPA score between 3.50 and 4.00
- **Superior:** B+, B, or B- and a GPA score between 2.50 and 3.50
- **Good:** C+, C, C- and a GPA score between 1.50 and 2.50, and
- **Poor quality but still passing:** D+, D, D and a GPA score between 0.50 and 1.50.
- **Unacceptable Below passing:** F receives less than a 0.50 GPA.

- **Class Discussion, Oral Briefings** 20% total
- **Midterm Oral + Take-home Exam** 20%
- **Industry Analysis + Public Presentation** 40%
- **The Final Oral _ Take home Exam** 20%
- **Weighted Average** 100%

**COURSE SCHEDULE:**

**NOTE:** The assigned readings must be completed PRIOR to the first class session for each week.

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<tr>
<th>Week</th>
<th>Topics Covered</th>
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<td>1</td>
<td>Jan 14 - Introductions: Students, Instructor, Course Materials and Assignments. Overview Change + Innovation and the Liberal Arts. The foundations of American freedoms. The tenets of the private enterprise system: Capital markets and risk-tolerant investors, entrepreneurs, innovation, various levels of change, financial intermediaries, communications and transportation infrastructures, and supportive legislation.</td>
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<td>2</td>
<td>Jan 21 - READ: CC 1-4. Examining the Downside of Innovation. Student Industry teams must be agreed to and confirmed with Dr. Newton.</td>
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<td>3</td>
<td>Jan 28 - Frontiers of change and innovation. READ: CC 6-7. IA teams discuss sub-topics, focus points, and overall IA direction in class.</td>
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<td>5</td>
<td>Feb 11 - New Capitalism Impacts. READ: CC10 and “What’s Next?”. Industry teams incorporate Christiansen model with industry background data.</td>
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March 4 - SWOT Analysis and Intellectual Property Issues. READ: Kelley + Littman
This Friday, March 6th is the mid-point of the Spring Term.

March 11 - Does the Economy Want Innovation + Change? Finish Kelley + Littman
Midterm oral exam-discussion in class session.

**No Classes this Week.** Spring Break: March 16-20.

March 25 - The Firm’s Strategic Positioning with Change and Innovation. HBR Readings
Dr. Newton at Portland innovation conf/expo March 26-29.
IA sections 1-2 are 95% or more complete. Summary discussion in class.

April 1 – Examining three major break-throughs: HBR, Guest speaker on Nanotech
IA Sections 3-4 are 75% overall complete. Summary discussion in class.

April 8 - The New Horizon for Innovation Opportunities. READ: first 1/3 Austin.
IA Sections 5-6 are 75% overall complete. Summary discussion in class.

April 15 - READ: second 1/3 Austin. - Innovation Management and R+D Issues
Pre-final version IA is 90%+ completed and Newton provides last round of edits/suggestions.

of 2010: The Year We Make Contact?
IA is 100% complete and presentation slides near-final version are due.

April 29. IA Team Presentations in Founders or Hieronymous.
Last Day of Classes is Thursday April 30th. Friday May 1st - Reading Day.

May 4-5-6-7: **Final Examinations Week.** Written take-home final exam is due by 5pm
Wed - May 6th. Oral discussion examination is 5-7pm.
Fri May 8th Baccalaureate.
Sat May 9th Commencement.
Mon May 11th Mayterm begins.