

21E00031

## **Innovation, Strategic Resilience and Renewal - course 2017**

Prof. Liisa Välikangas with Janne Korhonen

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Description:

<https://oodi.aalto.fi/a/opintjakstied.jsp?html=1&Kieli=6&Tunniste=21E00031>

The Course Objective:

The mastery of strategic renewal and resilience in global organizations. An understanding of the role of innovation in renewal and resilience. The ability to discuss and reflect on issues critical for longer-term business performance. The ability to critically evaluate received managerial best practice in view of strategic resilience in particular. The role of technology in innovation, resilience and renewal.

Meeting times Fridays at 13.15-16, R102/E-124 (Arkadia-Building, Töölö)

The course is organized as a set of conversations between theory and practice, each conversation focused on one of the core topics of the course. The students are expected to have read the material prior to each class. Please submit your reflection essay prior to each class when it is due and be prepared to discuss your thoughts.

The course curriculum may be updated during the course. This is Version January 20, 2017.

Group Work Assignment Clinic takes place before each class.

**COURSE AGENDA:**

### **13.1.2017 - Conversation 1: Starting Points, Theoretical and Empirical**

Objective: Consider management as a set of theory and practice that has developed over time with implications to business performance.

*Read/Listen:*

1. S. Ghoshal & P. Moran (1996), Bad for Practice: A Critique of the Transaction Cost Theory, *The Academy of Management Review*, 21(1), 13-47.
2. Barley, S. R. (1998). What can we learn from the history of technology? *Journal of Engineering and Technology Management*, 15(4), 237–255.
3. M. Alvesson & A. Spicer (2012): Stupidity-based Theory of Organizations, 49(7), 1194–1220.
4. Steve Jurvetson at Slush 2016 - Big Think:  
<https://www.youtube.com/watch?v=KVWhVQmPWD0>

*Reflection Question:* How does the material challenge and stimulate your thinking about management as a theory and a practice?

*Homework:* Submit your reflections (2-3 pages) on the question above by the deadline given by MyCourse.

## **20.1.2017 - Conversation 2: Theories of Innovation and Their Empirical Foundations**

Objective: Consider the ways in which innovation and innovating in and with organizations have been theorized. What empirical support is there?

A live case presentation: Nordkapp with Petri Lattu klo 13.15-14.15

*Read:*

5. R. Garud et al (2013): Perspectives on Innovation Processes, *The Academy of Management Annals*, (7)1, 773–817.
6. Bogers, M. et al. (2010), Users as Innovators: A Review, Critique, and Future Research Directions, *Journal of Management*, 36(4), 857-875.
7. Brey, P. (2008). Technological Design as an Evolutionary Process. In P. Vermaas, P. Kroes, A. Light, & S. Moore (Eds.), *Philosophy and Design: From Engineering to Architecture*. Berlin: Springer.
8. A. Lewin, L. Välikangas, C. Jin (forthcoming): Lessons from Haier Enabling Open Innovation, *International Journal of Innovation Studies*.

*Reflection Question:* What open questions are there in theories of innovation in your view, based on your reading of innovation-related literature?

*Homework:* Submit your reflections on the question above by the deadline given by MyCourse.

### **27.1. 2017 - Conversation 3: Strategic Resilience and Its Implications to Management Practice**

Objective: Consider theories of strategic resilience. What foundations do they build on?

*Read:*

1. K. E. Weick (1987), Organizational Culture as a Source of High Reliability, *California Management Review*, 29(2), 112-127.
2. C. Perrow, Fukushima and the Inevitability of Accidents, *Bulletin of the Atomic Scientists*, 67(44), 2011.
3. G. Hamel & L. Valikangas, The Quest for Resilience, *Harvard Business Review*, 2003.
4. S. Kaplan & M. Tripsas (2008). Thinking about technology: Applying a cognitive lens to technical change. *Research Policy*, 37(5), 790–805.

*Reflection Question:* What aspects would/should you pay attention to, in organizing and managing for resilience?

*Homework:* Submit your reflections on the question above by the deadline given by MyCourse.

### **3.2.2017 - Conversation 4: Accomplishing Strategic Renewal**

Objective: Consider theories and approaches to strategic renewal in organizations. What differences are there between normative vs. descriptive perspectives?

A live case presentation: Markus Hautala, Tieto, 14.30 –

*Read/Listen:*

1. Listen to the WL Gore leadership model:  
<http://www.managementexchange.com/video/end-hierarchy-natural-leadership>
2. Schoenmakers, W., & Duysters, G. (2010). The technological origins of radical inventions. *Research Policy*, 39(8), 1051–1059.
3. L.Välikangas & G. Sevón (2010), Of managers, ideas and jesters, and the role of information technology, *Journal of Strategic Information Systems*, 9: 145–153
4. L. Välikangas & Michael Gibbert , (2016), Learning lessons in strategic novelty from outliers, *Strategy & Leadership*, 44(2), 25 – 30.

*Reflection Question:* How do organizations accomplish strategic renewal? Reflect on a potential approach.

*Homework:* Submit your reflections on the question above by the deadline given by MyCourse.

## **10.2.2017 - Conversation 5: Student Presentations & Conclusions**

See Final Group Assignment.

Student team presentations & Discussion on the course learnings.

*Homework.* Submit your team presentation by 10.2. (be sure to have the names of the team members included).