

- Faculté des sciences économiques
- [www.unine.ch/seco](http://www.unine.ch/seco)

### Strategic Management of Technology & Innovation (5ZZ2014)

Filières concernées	Nombre d'heures	Validation	Crédits ECTS
<b>Master en développement international des affaires</b>	<b>Cours: 2 ph</b>	Voir ci-dessous	3
<b>Master in General Management</b>	<b>Cours: 2 ph</b>	Voir ci-dessous	3
<b>Master of Arts en innovation, orientation Innovation et société</b>	<b>Cours: 2 ph</b>	Voir ci-dessous	3
<b>Master of Law en innovation</b>	<b>Cours: 2 ph</b>	Voir ci-dessous	3
<b>Master of Science en innovation</b>	<b>Cours: 2 ph</b>	Voir ci-dessous	3

ph=période hebdomadaire, pg=période globale, j=jour, dj=demi-jour, h=heure, min=minute

#### Période d'enseignement:

- Semestre Printemps

#### Equipe enseignante

Prof. Dr. Emmanuelle Reuter  
Assistant Professor of Innovation Management  
University of Neuchâtel  
Institute of Management  
Office hours: by appointment  
Mail: [emmanuelle.reuter@unine.ch](mailto:emmanuelle.reuter@unine.ch)

#### Contenu

Manifold industries as well as public sector organizations are facing technological disruptions - not least with the ever-growing application of digital technologies across domains. While new technologies may give rise to enormous opportunities for organizations, history has shown us that, when faced with technological discontinuities, it may cause once successful players to fail. Instead, new entrants often seize the trend and may succeed. For instance, Netflix revolutionized the video rental business by offering on-demand video streaming services. In turn, established players, like Blockbuster, dramatically failed in the face of the growing digitalization. Another example is the Swiss watch industry, where some players failed to adapt in the face of the Quartz revolution and others succeeded in reinventing themselves. This course seeks to provide explanations for why this is the case and how private or public organizations may strategically adapt when faced with technological discontinuities. This course explores the conceptual foundations of technology evolution, and its management. It further aims at equipping students with skills that are necessary for strategic adaptation in the face of technological discontinuities.

#### Forme de l'évaluation

The final assessment will be based on active in-class participation (20%), group assignment (40%) and an individual exam (40%).

- In-class participation: Students are expected to actively contribute to in-class discussion and attend all classes. The mandatory readings for each lecture, the case discussions, as well as active feedback to the teams' presentations offer a good basis for individual contribution. After each session, students will be asked to submit the key learnings of the day to Moodle.

- Group assignment: Each group will take turns to lead a case session leadership in class. Based on this presentation, . Group members will also grade each other for contribution.

- Individual exam: The final exam has the potential to cover all topics and cases that have been presented and discussed in class, including the mandatory readings. The exam is a closed book.

Neither documents nor connected devices are permitted during the exams. In case of violation of these rules, the students are in situation of fraud and the unauthorized items will be removed. The exam could be deemed as failed. In case of online exam session, the form of the exam will be 90 minutes written exam, during the exam session, but open book.

#### Modalités de rattrapage

Retake Exam : Written exam (2 hours) during the end-of-semester exam session or the rattrapage exam session (100 %).

Neither documents nor connected devices are permitted during the exams. In case of violation of these rules, the students are in situation of fraud and the unauthorized items will be removed. The exam could be deemed as failed. In case of online exam session, the form of the exam will be 90 minutes written exam, during the exam session, but open book.

- Faculté des sciences économiques
- [www.unine.ch/seco](http://www.unine.ch/seco)

## **Strategic Management of Technology & Innovation (5ZZ2014)**

### **Documentation**

The articles marked with a (\*) are mandatory readings for all students. The articles with a (\*\*) are complementary readings. The articles are accessible via a shared course folder. Each session comprises a theoretical introduction into the topic and is followed by an interactive session with case work and case discussion. Please note that the readings that are underlined will be bought. Please register with the link on Moodle, in order to receive a copy of these materials.

### **Pré-requis**

An introductory strategy class is necessary.

### **Forme de l'enseignement**

This course relies on an "active learning" approach. While one major part of the course comprises theory input (through lectures, invited experts as guest speakers, and combined with multimedia tools, such as: video illustrations), another part of the course invites students to become active in the construction of their learning process. Students are invited to take an active role in creating their own experiences through solving real-life cases, interactive in-class discussion, and independent group work.

### **Objectifs d'apprentissage**

Au terme de la formation l'étudiant-e doit être capable de :

- Explain the foundations of technology evolution and strategic adaptation
- Illustrate the evolution and strategic adaptation with real-life examples
- Apply frameworks and concepts for strategic adaptation
- Recommend strategies for organizations' adaptation to technological discontinuities
- Analyse strategic adaptation to technological discontinuities

### **Compétences transférables**

- Analyse organizations' strategies
- Carry out evidence-based analyses
- Formulate recommendations