

Sapienza University of Rome
Economics Faculty
Management Department

STRATEGIC AND INNOVATION MANAGEMENT

9 ects

1st semester

Academic year 2023-2024

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Contents

Introduction

- Strategy and innovation: the megatrends

Part I. Strategic Management

- Deliberate and emerging strategies
- Business strategies
- The “structure-conduct-performance” paradigm
- The five competitive force model
- The *Resource Based View* (RBV) of the firm
- Corporate strategies:
 - Vertical integration
 - Strategy of diversification
 - Internationalization strategies
- Strategic alliances

Part II. Industry dynamics of technological innovation

- Introduction: The importance of technological innovation
- The impact of technological innovation on society
- Sources of innovation
- Types and patterns of innovation
- Standards battles, modularity, and platform competition
- Business platforms; digital platforms
- Timing of entry

Part III. Formulating technological innovation strategy

- Defining the organization’s strategic direction
- Choosing innovation projects
- Collaboration strategies
- Protecting innovation

Part IV. Implementing technological innovation strategy

- Organizing for innovation
- Managing the new product development process
- Managing new product development teams
- Crafting a deployment strategy

Recommended book and teaching materials:

- Melissa A. Schilling, *Strategic Management of Technological Innovation*, 2020, 6th edition, McGraw-Hill Education, (**all chapters**)
- The **slides** of the course and the **case studies** are available by the Moodle platform Sapienza

EXAM:

Exam type: multiple choice written test and open answer;

Exam dates: time table available on Infostud

LEARNING AIMS

This module puts innovation management into the emerging complex context and shows the importance of innovation in the era of digitization and globalization. In this module students are introduced to a wide range of concepts in the field of innovation management.

This module will allow the students to become familiar with a selection of innovation strategic and organizational issues and gain an understanding of their implications on the firm's strategies and processes.

It familiarizes students with the theoretical base for innovation and innovation management and provides them with a thorough understanding of the nature of the innovation and the complex and challenging technological dimension that shapes the current business environment. Students will learn how to critically assess the implications of such dimension for business strategy and decision making.

Learning Outcomes:

On completion of the module, the successful student will have acquired:

-Knowledge:

The main definitions, theories of and debates around strategic and innovation management.

The crucial industry dynamics of technological innovation.

The sources of innovation

The main types and patterns of innovation.

The definition and consequence of standards battles; the implication of modularity and the emerging dynamic of platform competition.
The main dimensions according to which formulate a technological innovation strategy.
The main risks related to technological innovation.
The definition and consequence of alternative innovation strategies: open innovation vs. close innovation.

-Skills:

Effectively search for, identify, and analyze information related to strategic management and innovation dynamics and its impact on business performance.
Critically evaluate the economic and demand-related issues and risks facing firms implementing technological innovation strategies.
Craft appropriate technological innovation strategies
Evaluate and select appropriate mechanisms to protect innovation.
Critically assess the ethical and social issues and debates related to technological innovation.