COURSE PURPOSE

This course explores the strategic issues related to the management of new technologies and business systems. We will consider how companies successfully enter existing industries, how they can manage technological innovations whether they are the originator of that technology or not, and the market failures that the technology can address. The course defines technology broadly to include not only industries that would be labeled "high tech" by the business press but also technical and managerial innovations in traditional manufacturing and service industries. The primary objective of the course is to allow you to analyze the sources of a company's success, i.e., its competitive advantage, in contexts where innovation and technology play a major role. This skill is not only critical for those who aspire to start their own firms but also for those who aspire to careers in banking, consulting, and general management.

Examples of the companies we will study are well-known social media platforms (e.g., eHarmony, Facebook), K-Pop, and global consumer products giants (e.g., Unilever, P&G). An ancillary benefit of the course is that your familiarity with different industries and business models will likely increase considerably.

The course material is grouped into three modules. The first, titled *"Entry,"* studies how new companies seize a competitive position in an industry. The second module, *"Managing Technology,"* analyzes the strategic opportunities and challenges to which technological innovation gives rise. In the final module, *"Corporate Expansion & Contraction,"* we consider how industry evolution and cultural variation across countries affect a company's competitive advantage.

PREREQUISITES

This is an advanced elective, so a certain level of familiarity with strategy is assumed. Specifically, students should have taken either the introductory course in the UF MSE program (ENT6006 Entrepreneurship) or an introductory graduate course in strategy such as MAN6636 Global Strategic Management or its equivalent. If you are unsure whether you have an appropriate prerequisite, please contact the instructor before registering.

COURSE ADMINISTRATION

Please note that the course's Canvas site forms a key part of the roadmap for this course. Much detail on readings, assignments, and individual class topics is found there, rather than in this document, which is intended as an overview.

In particular, the required reading for each class will be listed in the corresponding calendar entry for the course on Canvas. Most cases have an associated poll question on an important strategic issue related to the case. These polls are also listed on Canvas and are a mandatory part of class participation.

Grading will be based on class participation, two individual case analyses, and a final group project. These three components of your grade are weighted as follows:

Class Participation	30%
Case Analyses	30% (15% each)
Final Group Project	40%

Class participation: An important course requirement is <u>active</u> involvement in class discussion. Your participation is essential—for both your own learning and that of other students. Because this is a case-based course, much of the learning will take place in our collective discussion of the business cases. I expect every student to be well prepared.

It is essential that you participate often enough that I can assess the quality of your thinking. Once you pass a certain quantity threshold, your participation grade hinges solely on quality. If you are a regular participant, and I hope that all of you will be, you don't have to worry about whether someone else is speaking more than you are.

The best class comments:

- Make or raise issues that are relevant to the current focus of the class
- Show curiosity and a willingness to experiment
- Use data or examples to support conclusions
- Take into consideration the ideas offered by others
- Offer support for arguments
- Help others feel safe about participating

Case Analyses: You will be responsible for submitting written analyses of two cases. These are individual assignments. Details are on Canvas and will be discussed in class.

Final Group Project: Students will form small groups to undertake a final project in which they apply course concepts to a real-world situation of their own choosing using primary sources (e.g., news articles, company reports, company contacts). Consultation with the instructor about the topic is strongly advised but not required. Details are on Canvas and will be discussed in class.

CLASS PREPARATION

This is a fairly intensive course. The course is analytical and your preparation should reflect that fact. In preparing for classes, I strongly recommend that you **first read the note for the module and any note for the case itself, then read the poll questions, and finish by reading and analyzing the case itself**. The module topic will help you focus on the aspects of the case that we will be discussing in class. Many students find it helpful to discuss the cases in groups before class, although this is a matter of personal preference. **I cannot emphasize enough that—far more than in some of the other courses you have taken—much learning for this course takes place in our group discussions.**

CLASS CITIZENSHIP

If you cannot attend class due to unavoidable circumstances, I expect you to send me an email *prior* to class, notifying me of your absence. Please note that any unexcused absences will *significantly* impact your overall grade for the course. I encourage students who had to miss a session to ask their classmates for notes.

I will start out by allowing the use of electronic devices (e.g., a laptop or tablet) in class to take notes and peruse course material. It is expected that you will not use electronic devices for email, social media, investing, or any other activity not related to the class discussion. Let's all work together to make sure that we, as a group, comply with these guidelines. It is very disruptive to class when people use electronic devices for other purposes. Likewise, arriving late and going in and out of class are also very disruptive. Let's try to restrict this to genuinely urgent situations.

UF UNIVERSITY *of* FLORIDA

CASES AND TOPICS (in order)

Entry & Value Capture

Disruption
Netflix

Segmentation
Ryanair

Market Failure
eHarmony

Regulatory Arbitrage
Uber

Managing Technology

Network Effects
Google

Distributed Innovation
Threadless

Technological Evolution
BRL Hardy

Monetization
Facebook

Global rollout
P&G SK II

Corporate Expansion & Contraction

Organizational Renewal
Philips v Matsushita

Managing Growth
Lego

National, Regional, or Global?
Unilever Butter Beater

Exporting Culture
East Asian Pop Music

Home Country Advantage
Alibaba