

Marketing, Management, and Innovation

Value Portfolios and Temporality (Innovation Strategies)

Summer Semester

Institute:	Institute for Innovation Management
Lecturer:	Prof. Dr. Jelena Spanjol
Assistant:	tba
Weekly hours:	4 hours (2 hours lecture and 2 hours tutorials)
Credits	6 ECTS
Examination:	Written Assignment and in-class presentation
Prerequisites:	-
Course Material:	Slides and mandatory readings online

Course Description & Main Objectives

In this course, students learn about different innovation strategies, what differentiates them, and under which circumstances they are more or less effective. A special focus is placed on innovation portfolio management over shorter and longer timeframes. Students examine decision scenarios that focus on identifying key opportunity spaces, assessing potential solutions, and aligning innovation with organizational goals. The course emphasizes theoretical frameworks along with practical, real-world contexts to enhance students' understanding of innovation strategies.

This course provides students with the knowledge and tools to effectively manage innovation portfolios. By studying frameworks, theories, and empirical examples, students enhance their ability to align innovation with business strategies. The course also strengthens students' analytical thinking, strategic decision-making, and ability to navigate the complexities of innovation management by engaging in scenario-based analysis combined with scientific readings. Students

will also learn to translate/transfer academic knowledge into real world situations and hone presentation skills.

Lectures Overview / Course Outline

We are following a block format for this course. The tutorials are based on the preceding lectures.

Course outline:

- Introduction & Innovation Pipeline
- Temporality I
- Temporality II
- Guest Lecture Portfolio Management
- Temporality III
- Portfolio Management I
- Portfolio Management II
- Guest Lecture Portfolio Management
- Organizational Culture I
- Organizational Culture II
- Innovation Ownership
- Guest Lecture Portfolio Management

Literature

Bayus, B. L. (1997). Speed-to-Market and New Product Performance Trade-offs. *Journal of Product Innovation Management*, 14(6), 485-497. <https://doi.org/10.1111/1540-5885.1460485>

Carbonell, P., & Rodriguez Escudero, A. I. (2016). The Effects of Decentralization in Strategy-Making and National Culture on NPD Portfolio Planning. *Journal of Product Innovation Management*, 33, 101-116.

Cillo, P., Griffith, D. A., & Rubera, G. (2018). The New Product Portfolio Innovativeness–Stock Returns Relationship: The Role of Large Individual Investors’ Culture. *Journal of Marketing*, 82(6), 49-70.

Edmondson, A. C., & Mogelof, J. P. (2006). Explaining psychological safety in innovation teams: organizational culture, team dynamics, or personality?. *Creativity and innovation in organizational teams* (pp. 129-156). Psychology Press.

Eisenbeiss, S. A., van Knippenberg, D., & Boerner, S. (2008). Transformational leadership and team innovation: integrating team climate principles. *Journal of Applied Psychology*, 93(6), 1438–1446.
Büschgens, T., Bausch, A., & Balkin, D. B. (2013). Organizational culture and innovation: A meta-analytic review. *Journal of Product Innovation Management*, 30(4), 763–781.
<https://doi.org/10.1111/jpim.12021>.

Katila, R., & Chen, E. L. (2008). Effects of search timing on innovation: The value of not being in sync with rivals. *Administrative Science Quarterly*, 53(4), 593-625.

Kessel, M., Kratzer, J., & Schultz, C. (2012). Psychological safety, knowledge sharing, and creative performance in healthcare teams. *Creativity and innovation management*, 21(2), 147-157.

Garcia, R., & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. *Journal of Product Innovation Management*, 19, 110–132.

Heath, T. B., Chatterjee, S., Basuroy, S., Hennig-Thurau, T., & Kocher, B. (2015). Innovation sequences over iterated offerings: A relative innovation, comfort, and stimulation framework of consumer responses. *Journal of Marketing*, 79(6), 71-93.

Hirose R, Maia R, Martinez A, Thiel A (2015) Three myths about growth in consumer packaged goods. *McKinsey Q*.

Sorescu, A. B., & Spanjol, J. (2006), Building Long-Term Firm Value Through Innovation. *Marketing Science Institute, Working Paper Series*, No. 06-122, Cambridge, MA.

Sorescu, A. B., & Spanjol, J. (2008). Innovation's effect on firm value and risk: Insights from consumer packaged goods. *Journal of Marketing*, 72(2), 114-132.

Stanko, M. A., Molina-Castillo, F. J., & Munuera-Aleman, J. L. (2012). Speed to market for innovative products: Blessing or curse? *Journal of Product Innovation Management*, 29(5), 751–765.
<https://doi.org/10.1111/j.1540-5885.2012.00943.x>

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Additional reading material (e.g. academic papers) will be announced during the course.