Course Title: Innovation Timing: A Toolkit for Discovering, Evaluating, and Creating Technology Opportunities

Course Code: BUS 152

Instructor: Eugene Shteyn [Stein]

Recommended Reading:

For additional background reading please see the list at the bottom of the course outline.

Grade Options and Requirements:
- No Grade Requested (NGR)
  - This is the default option. Just come to class and contribute to the discussion. No work will be required; no credit shall be received; no proof of attendance can be provided.
- Credit/No Credit (CR/NC)
  - Students must attend at least 4 out of 6 sessions and participate in class discussions.
- Letter Grade (A, B, C, D, No Pass)
  - Students must attend at least 4 out of 6 sessions, participate in class discussion and write a 3-page paper on a technology opportunity that would have a perfect timing within the next 3-5 years (to be discussed further in class).

*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.*
# Tentative Weekly Outline:

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<th>Week Date</th>
<th>Topic/Agenda Summary</th>
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| **1** January 23 | **Course Introduction, Basic Concepts & Opportunity Discovery**
Topics: Why is it difficult to time innovations? Innovation, Timing, Calendar Time vs Innovation Time, Trends, Multiple Perspectives, Innovation Cycle and its attributes, Dominant Design, Process and Use.
Exercise: “Too early, Too late, Just perfect”
FOR NEXT: Read 1)Tetlock, Chapter 2, “Illusions of Knowledge”
2) Rosenzweig, Chapter 9, “Where Models Fear to Tread”
| **2** January 30 | **Typical Mistakes in Innovation Timing**
Exercise: “Overhyped technology”
| **3** February 6 | **Innovation Timing from Multiple Perspectives**
Guest Speaker: Martin Casado, General Partner at Andreessen Horowitz, [http://a16z.com/2016/02/24/martin-casado/](http://a16z.com/2016/02/24/martin-casado/)
Martin is an investor, entrepreneur, and computer scientist. He will share his views on innovation timing as a startup co-founder, CTO, and venture capitalist. |
Additional topics: Innovation opportunity analysis and decision-making.
FOR NEXT: Read 1) Rogers, Chapter 6, “Attributes of Innovations and Their Rate of Adoption.”

4  February 13  Innovation Timing Analysis
FOR NEXT: Read 1) Tetlock, Chapter 10, “The Leader’s Dilemma” 2) Rosenzweig, Chapter 7, “Better Decisions over Time”.

5  February 27  Opportunity Creation and Decision-Making under Conditions of Uncertainty
Topics: Innovation Development Strategies, Timing Decisions, Model Validation, Pivots, Making Mistakes and Recovering from them, Pacing your Team. Exercise: “Negotiating the Future”
FOR NEXT: Quizzes TBD.

6  March 6  Mini-workshop and Wrap-up.
Topics: Review key concepts and practice the newly acquired skills in a workshop setting. Part 1: Technology Opportunity Discovery; Part 2: Opportunity Validation; Part 3: Perfect Timing for X.

Additional Background Reading:

Thinking Fast and Slow, by Daniel Kahneman.
The Structure of Scientific Revolutions, by Thomas S. Kuhn.
Scalable Innovation, by Eugene Shteyn and Max Shtein.
This Time Is Different, by Carmen M. Reinhart and Kenneth S. Rogoff.
The Measure of Reality, by Alfred W. Crosby.
Science and Technology in World History, by James E. McClellan and Harold Dom.
Sapiens: A Brief History of Humankind, by Yuval Noah Harari.
Why Information Grows, by Cesar Hidalgo.
Why Don’t Students Like School?, by Daniel T. Willingham.
Phishing For Phools, by George A. Akerlof and Robert J. Shiller.
Category Theory for Scientists, by David I. Spivak.
The Innovator’s Dilemma, by Clayton Christensen.
Predictions in the brain: using our past to prepare for the future. Editor Moshe Bar.
The Sciences of the Artificial, by Herbert A. Simon.
The Signal and the Noise, by Nate Silver.