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17.462 Innovation in Military Organizations
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MILITARY INNOVATION

INTRODUCTION

ORGANIZATIONAL THEORY

1. Definition/ background

- Significant change in the central tasks and incentives of the organization
- No general theory possible ---theory of change or illness
- Distinguish between invention, adoption and diffusion
- Entrepreneur / Political Entrepreneur –political process GPS

2. Central Issues

- Big vs. Small
- Rich vs Poor
- Monopoly vs. competition
- First vs. Second
- Good vs. Bad

4. Organizations and Innovation

- CREATIVE DESTRUCTION ---opposition rational
----Joseph Schumpeter
- OVER-ESTIMATE BENEFITS/ UNDER-ESTIMATE/COSTS
----Albert Hirschman
- DILEMMA OF SUCCESS ---Innovators Dilemma
----Clayton Christensen

- HARD TO MAKE ORGANIZATIONS BOTH CREATIVE AND WILLING TO CHANGE
-----J Q Wilson

- CONSTRAINED AUTONOMY
----- S. Weiner

- NEED TO OVERCOME THREE TYPES OF UNCERTAINTY
 1. Generalized---Means /Ends
 2. Contingency---Dependence on outside organization
 3. Technical----system integration---J.D. Thompson