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