



# INNOVATION MANAGEMENT

<b>Course code</b>	<i>MNG162</i>
<b>Course title</b>	<i>Innovation Management</i>
<b>Course type</b>	<i>Elective</i>
<b>Year of study</b>	<i>III</i>
<b>Semester</b>	<i>Autumn</i>
<b>ECTS</b>	<i>6ECTS; 24 hours of lectures, 24 hours of seminars, 112 hours of individual work, 2 hours of consultations</i>
<b>Coordinating lecturer</b>	<i>Dr. Isaac Wanasika</i>
<b>Study form</b>	<i>Intensive</i>
<b>Course prerequisites</b>	<i>None</i>
<b>Language of instruction</b>	<i>English</i>

## Aims of the course

The course focuses on how to manage innovation in today's competitive era and how firms should manage innovation-related activities at the strategic, organizational and managerial levels in order to sustain competitive advantage.

After describing the concept of innovation and understanding why innovation is important for the competitiveness of the firm, the course will focus on three main areas: innovation strategy; organizational antecedents for innovation and the innovation management process.

## Participation

This class offers a hands-on experience of Innovation Management. Attendance and participation are required to complete the course. Laptops, tablets and mobiles must be switched off during theoretical lessons. However, students are invited to bring and use them during seminars with the permission of the lecturer.

## Learning outcomes

<b>Course learning outcomes (CLO)</b>	<b>Study methods</b>	<b>Assessment methods</b>
<b>CLO1</b> To be able to recognize and to describe different types of innovation.	Individual study Case discussions Reading and discussions	Final exam Case discussions evaluation Reading and discussions evaluation
<b>CLO2</b> To be able to recognize the main parts of an innovation strategy	Individual study Reading and discussions	Final exam Reading and discussions evaluation
<b>CLO3</b> To be able to describe the main organizational antecedents of innovation	Individual study Reading and discussions	Final exam Reading and discussions evaluation
<b>CLO4</b> To be able to recognize the main sources of innovation	Individual study Reading and discussions	Final exam Reading and discussions evaluation
<b>CLO5</b> To be able to see the big innovation picture from a technological and corporate perspective.	Individual study Discussions	Group project
<b>CLO6</b> To be able to link innovation to advancements in technology, internal organizational and individual development	Individual study Discussions	Group project

## Learning methods

This course will expose students to concepts, best practices and tools. Case discussions, Group Projects and Readings will be used to reinforce the concepts explained during class lectures.

## Cheating issues

The teaching and testing methods are chosen taking into account the purpose of the minimization of cheating opportunities. The ISM regulations on academic ethics will be fully applied in the course.



Week (and class)	TOPIC (Lectures)	IN-CLASS HOURS		SEMINARS
		Lectures	Seminars	
1 (class 1)	Introduction to the theme of Innovation Management and information about the structure of the course, the final exam and expected outcomes.  Radical, disruptive, architectural, platform-based innovation	3	3	<b>Case discussion</b> (no early reading is needed)  Case discussion material will be provided by the lecturer
1 (class 2)	Innovating at the product and the process level.  Innovating the business model and the positioning	3	3	<b>Case discussion</b> (no early reading is needed): <b>Reading and discussion (early reading is <i>REQUIRED</i>):</b>  "J.Cauz, "Killing of a 244-Year-Old Product", Harvard Business Review, March 2013
1 (class 3)	The components of an innovative organization (part 1): vision, leadership, will to innovate, organization structure, key individuals	2	2	<b>Case discussion</b> (no early reading is needed)  Case discussion material will be provided by the lecturer
1 (class 4)	The components of an innovative organization (part 2): team working, high-involvement innovation programs, creative climate	3	3	<b>Case discussion</b> (no early reading is needed)  Case discussion material will be provided by the lecturer
2 (class 5)	Innovation sources: Where do new ideas come from (part 1: knowledge push, need pull, involve and learn from users, managing communities of enthusiasts)	3	3	<b>Reading and discussion (early reading is <i>REQUIRED</i>)</b>  How to Manage Outside Innovation  Sloan Management Review, Summer 2009
2 (class 6)	Innovation sources: Where do new ideas come from (part 2: watching others, recombinant innovation, future and forecasts, regulation, accidents)	2	2	<b>Case discussion</b> (no early reading is needed)  Why are certain innovation methods more effective than others?
2 (class 7)	The diffusion of Innovation	2	2	
4 (class 8)	Innovation, technology, strategy and synergy	2	2	Discussion and preparation of group projects (no early reading is required)
5 (class 9)	Innovation, business models and business development and the entrepreneurial mindset for innovation	4		Discussion (no early reading is required)
6 (class 10)	Group presentations		4	Group presentations
	<b>Total:</b>	<b>24</b>	<b>24</b>	



**Individual work, group work and assessment:**

	<b>HOURS</b>	<b>EVALUATION (%)</b>
Individual Work and Participation		30%
Final Exam (Class 1-7)	84	40%
Group presentation (Class 8-10)	28	30%
<b>Total</b>	<b>112</b>	<b>100%</b>

**Course requirements:**

**1. “Readings and Discussion” seminars**

During “Reading and Discussion” seminars, students will be divided in groups and will work together. Students will have to read in advance the following papers in preparation of classes 2 and 5

- CLASS 2: “Killing of a 244-Year-Old Product”, Harvard Business Review, March 2013
- CLASS 5: “How to Manage Outside Innovation.” Sloan Management Review, Summer 2009

**2. “Case Discussion” seminars**

During the “Case Discussion” seminars, students will work in groups. No early reading will be necessary.

**3. Final Exam**

Students will be evaluated on multiple-choice questions based on the content of the Lectures 1-7 (slides and notes) and the content of the following readings:

- “Killing of a 244-Year-Old Product”, Harvard Business Review, March 2013
- “How to Manage Outside Innovation.” Sloan Management Review, Summer 2009

**4. Group Project**

The lecturer will explain group tasks during class and a separate document describing the project requirements will be made available in the elearning system.

**5. Individual work**

The lecturer will explain individual tasks during the course. A separate document describing these requirements will be made available in the elearning system.

**Main readings**

1. White, M. & Bruton, G. (2016). The Management of Technology & Innovation. 3e. Cengage.
2. Cauz, J. (2013), “Encyclopædia Britannica's President on Killing Off a 244- Year-Old Product,” *Harvard Business Review*, 91(3), 39–42.
3. Boudreau, K. & Lakhani, K. (2009). How to Manage Outside Innovation, MIT. *Sloan Management Review*, 50(4), 69–76.
4. Additional readings will be made available in the elearning system.