

In view of the health context linked to the spread of the coronavirus, the methods of organisation and evaluation of the learning units could be adapted in different situations; these possible new methods have been - or will be - communicated by the teachers to the students.

5 credits

30.0 h

Q1

Teacher(s)	Sinigaglia Nadia ;
Language :	English
Place of the course	Mons
Main themes	This course sheds new light on the key concepts underlying corporate strategy in the special case of innovation-intensive competitive environments. After an introduction to the complex environments companies have to cope with in the knowledge society, this course covers the following topics: the basic principles of strategy, the industry dynamics and innovation, the elaboration of an innovation strategy and its implementation.
Aims	<p><b>Competencies</b></p> <p>Given the « competencies referential » linked to the LSM Master 120 in Sciences de Gestion et in Ingénierat de Gestion, this course mainly develops the following competencies:</p> <ul style="list-style-type: none"> <li>• 2. Knowledge and reasoning</li> <li>• 3. Scientific and systematic approach</li> <li>• 4. Innovation and entrepreneurship</li> <li>• 6. Teamwork and leadership</li> <li>• 7. Project management</li> <li>• 8. Communication and interpersonal skills</li> </ul> <p><b>Learning outcomes</b></p> <p>At the end of this course, students should master the main concepts underlying the development of corporate strategy in innovation-intensive competitive environments.</p> <p>-----</p> <p><i>The contribution of this Teaching Unit to the development and command of the skills and learning outcomes of the programme(s) can be accessed at the end of this sheet, in the section entitled "Programmes/courses offering this Teaching Unit".</i></p>
Evaluation methods	<p><b>Due to the COVID-19 crisis, the information in this section is particularly likely to change.</b></p> <p>The students' assessment is based on:</p> <ul style="list-style-type: none"> <li>• The <u>active participation</u> in class – either at an individual level or in group – since students are asked to actively interact during the class sessions (case studies, exercises, presentations, etc.). The active participation represents 60% of the final score.</li> <li>• Students will also be asked to complete <u>one group project</u> (Special guidelines regarding this project and the written report will be made available at the starting session of this course). The <u>oral exam</u> – that will take place during the January's official examination session – will be focused on the group project (and related material covered during the course linked with the project). The oral examination will be organized at the individual level. It will represent 40% of the final score.</li> </ul> <p>In case of registration to the second exam session, the student will be asked to complete a written add-on report, based on the group project, and to defend it orally. The grade linked to the active participation in class (60% of the final score) cannot be improved.</p>
Teaching methods	<p><b>Due to the COVID-19 crisis, the information in this section is particularly likely to change.</b></p> <p>The course is organized in two to three-hour sessions, alternating between the presentation of theoretical concepts, case studies, teamwork, at home activities, readings, students presentation, and testimonials of professionals.</p>
Content	<p>Introduction</p> <ol style="list-style-type: none"> <li>1. a. The Changing Business Environment</li> <li>2. b. Industrial Age versus Knowledge Age</li> <li>3. c. What is Innovation and Why Innovate?</li> </ol> <p>Part I : Basic Principles of Strategy</p> <ol style="list-style-type: none"> <li>1. Introduction to Key Concepts of Strategy</li> <li>2. Strategic Analysis: a Comprehensive Framework</li> </ol>

	<p>3. Innovation Strategy Creation, Adaptation and Implementation Part II : Industry Dynamics of Innovation</p> <ol style="list-style-type: none"> <li>1. Sources of Innovation</li> <li>2. Types of Innovation</li> <li>3. Standards Battles and Design Dominance</li> <li>4. Timing of Entry</li> </ol> <p>Part III : Formulating Innovation Strategy</p> <ol style="list-style-type: none"> <li>1. Defining the Organization's Strategic Direction</li> <li>2. Choosing Innovation Projects</li> <li>3. Collaboration Strategies</li> <li>4. Protecting Innovation</li> </ol> <p>Part IV: Implementing Innovation Strategy</p> <ol style="list-style-type: none"> <li>1. Organizing for Innovation</li> <li>2. Managing the New Product Development Process</li> <li>3. Managing New Product Development Teams</li> <li>4. Crafting a Deployment Strategy</li> </ol>
<p>Inline resources</p>	<p>The course material is made up of :</p> <ul style="list-style-type: none"> <li>- PowerPoint Slides</li> <li>- Case studies</li> <li>- Video material (almost always available on Vimeo or Youtube).</li> </ul> <p>The course material is made available to the students thanks to the Student Corner.</p>
<p>Bibliography</p>	<p>[1] P. FISK (2015), Game Changers: Are You Ready to Change the World?, John Wiley &amp; Sons Ltd.                  [2] M. GOODMAN and S.M. DINGLI (2017), Creativity and Strategic Innovation Management, Second Edition, Routledge, London and New York.                  [3] G. JOHNSON, R. WHITTINGTON, K. SCHOLES, D. ANGWIN, P. REGNER (2017), Exploring Strategy: Text and Cases, 11th Edition, Pearson Education Limited.                  [4] M.A. SCHILLING (2019), Strategic Management of Technological Innovation, 6th Edition, McGraw-Hill International Edition.                  [5] J. TIDD and J. BESSANT (2014), Strategic Innovation Management, John Wiley &amp; Sons Ltd.</p>
<p>Faculty or entity in charge</p>	<p>CLSM</p>

<b>Programmes containing this learning unit (UE)</b>				
Program title	Acronym	Credits	Prerequisite	Aims
Master [120] : Business Engineering	INGM2M	5		