


5.00 credits

30.0 h

Q1

Teacher(s)	Gailly Benoît ;
Language :	English
Place of the course	Louvain-la-Neuve
Prerequisites	This course is reserved for students with a bachelor's degree in business engineering or students with equivalent quantitative method skills.
Main themes	<p>The objective of this class is to introduce the main conceptual frameworks, analytical tools and issues related to the <b>management of innovation</b> and its implications, in particular regarding new ventures.</p> <p>We also address some key implications of innovation management regarding opportunity identification, assessment and implementation.</p> <p>Finally, we also introduce students to the challenges of consensus-based decision-making in uncertain and ambiguous environments</p>
Learning outcomes	<p><b>At the end of this learning unit, the student is able to :</b></p> <p><b>Having regard to the LO of the programme, this activity contributes to the development and acquisition of the following LO:</b></p> <ul style="list-style-type: none"> <li>• Innovation and entrepreneurship</li> <li>• Knowledge and reasoning</li> <li>• Project management</li> <li>1 • Communication and interpersonal skills</li> <li>• Corporate citizenship</li> </ul> <p><b>At the end of this course, the student will be able</b></p> <ul style="list-style-type: none"> <li>• to master the key concepts, issues and managerial implications related</li> <li>• to managing organizations in innovation-intensive environments.</li> </ul>
Evaluation methods	<p><b>Evaluation criteria</b></p> <ul style="list-style-type: none"> <li>• Ability to <b>present</b> the concepts addressed during the class ("<i>Maîtriser les savoirs</i>")</li> <li>• Ability to <b>explain</b> and present in a rigorous way those concepts ("<i>Appliquer une démarche scientifique</i>")</li> <li>• Ability to <b>illustrate</b> in a relevant and fact-based way the concepts through (among others) the testimonies and the case studies presented in the class. ("<i>Communiquer</i>")</li> <li>• Ability to <b>understand the key implications and limitations</b> of the concepts, in the context of the class subject ("<i>Innover et entreprendre</i>")</li> <li>• Ability to understand the key implications and limitations of the concepts, <b>in the context of management</b> in general ("<i>Se développer</i>")</li> <li>• Ability to <b>criticize, develop or complement</b> the concepts in a relevant and original way.</li> </ul> <p><b>Continuous evaluation</b></p> <ul style="list-style-type: none"> <li>• No (See LSMS 2042)</li> </ul> <p><b>Evaluation week</b></p> <ul style="list-style-type: none"> <li>• Oral: <i>No</i></li> <li>• Written: <i>No</i></li> <li>• Unavailability or comments: <i>No</i></li> </ul> <p><b>Examination session (January)</b></p> <ul style="list-style-type: none"> <li>• Oral: <i>3 Students/hour</i></li> <li>• Written: <i>No</i></li> <li>• Unavailability or comments: <i>Teacher-run schedule</i></li> </ul> <p>Comments: Compulsory attendance for group workshops and corporate testimonials Students who fail the January exam can have a second chance in September (oral exam or written work if student is abroad)</p>

Teaching methods	The pedagogical methods used include lectures, case study and testimonials, pre-readings and student presentations
Content	<p>Class structure:</p> <p><b>1. Build a shared vision of innovation</b></p> <p>1.1. <i>Why it matters: innovation management capabilities (out of scope – LSMS 2116)</i></p> <p>1.2. Innovation as a business: more than creativity</p> <p>1.3. Innovation as a process: beyond ideation</p> <p>1.4. Innovation typology: more than new products</p> <p>1.5. <i>Innovation strategies: beyond new product development (out of scope – LSMS 2116)</i></p> <p>1.6. <i>Drivers of innovation strategies: beyond hype (out of scope – LSMS 2116)</i></p> <p><b>2. Manage entrepreneurial ecosystems (out of scope – LSMS 2043)</b></p> <p><b>3. Identify attractive innovation opportunities</b></p> <p>3.1. Identify the sources of innovations – beyond R&amp;D</p> <p>3.2. Foster organizational learning – beyond ideation</p> <p>3.3. <i>Harvest and protect organizational knowledge assets (out of scope – LSMS 2041 and LSMF2011)</i></p> <p>3.4. Integrate external sources of knowledge</p> <p><b>4. Develop a balanced portfolio of business models</b></p> <p>4.1. Business model design – asking the right questions</p> <p>4.2. Designing competitive business models – why and what</p> <p>4.3. Mobilizing the right resources – who and how much</p> <p>4.4. Valuating innovative business models – quantifying the unquantifiable</p> <p>4.5. Building a consistent and balanced innovation portfolio</p> <p><b>5. Implementation: fail fast and win big</b></p> <p>5.1. Nimble execution: learn cheaply and adapt quickly</p> <p>5.2. Lean development - more brain, less storming</p> <p>5.3. <i>Smart money - funding innovation projects (out of scope – LSMS 2043)</i></p>
Inline resources	<p><a href="http://www.NavigatingInnovation.org">www.NavigatingInnovation.org</a></p> <p><a href="http://www.Zinnovants.eu">www.Zinnovants.eu</a></p>
Bibliography	<p><b>Reference book:</b> Navigating Innovation (Palgrave, 2018)</p> <p><b>Recommended readings:</b></p> <ul style="list-style-type: none"> <li>• Tidd J., Bessant D. (2018) <u>Managing Innovation: Integrating Technological, Market and Organizational Change, 6th Edition, Wiley</u></li> <li>• Berkun, S (2007) <u>The myths of innovation</u>, O'Reilly</li> <li>• Schilling M.A. (2006) <u>Strategic Management of Technological Innovation</u>, McGraw-Hill</li> <li>• Robertson, D. (2014) <u>Brick by brick: How Lego rewrote the rules of innovation</u>, RH</li> </ul> <p>Extended bibliography available through class material and online resources</p>
Other infos	This class is coupled with LSMS 2042 Innovation Management II
Faculty or entity in charge	CLSM

<b>Programmes containing this learning unit (UE)</b>				
Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] : Business Engineering	INGE2M	5		
Master [120] : Business Engineering	INGM2M	5		