



APPLIES TO ACADEMIC YEAR 2012/2013

## **BLU 2713/2714/2715/2716 Innovation Management in a Global Business Perspective**

### **Programme**

Final Master of Management Program, In-house Master of Management Program

### **Responsible for the course**

Torger Reve, Per Ingvar Olsen

### **Department**

Department of Innovation and Economic Organisation

### **Term**

According to study plan

### **ECTS Credits**

30

### **Language of instruction**

Norwegian and english

### **Introduction**

The program is developed to be delivered in collaboration with individual companies or associations of companies.

Managing innovation has to do with the development and commercial realization for new business opportunities. Most often these develop at the company's many interfaces with technology developers, costumers or suppliers and represent demanding efforts to re-allocate organizational and financial resources for a new business activity to grow. Because of the many difficulties involved, managing innovation projects also represent a crucial area for management training and management screening.

The focus of this program is to increase business competence to managing innovation processes and growing new business activities. It is important to create some common approach to innovation that leads to enhanced managerial capabilities, reduced failure rates, reduced time to market and more substantial value growth.

To facilitate such a learning process, the program has put emphasis on combining theory and business practice through a combination of academic lectures, literature, interaction with experienced entrepreneurs and innovative firms in innovation "hotspots", and dedicated process oriented work on innovation projects aimed at commercialization by the firms represented by the participants.

#### **Innovation project**

Before or at the beginning of the program, there will be a process to select a number of innovation projects (approx. 1 project per 3 participants) from within or associated with the firms represented by the participants. Each of these projects should have a "project owner" within the given firm. These projects will be the objects of the process work throughout the program.

In addition to the academic paper to be submitted to BI Norwegian Business School, the output of the project development work will be presented to company management/project owners at the end of the program.

### **Learning outcome**

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The objectives of the program:

After the program the students should be better prepared for taking leadership roles in business development projects. The students will be introduced to key theories and concepts within areas such as entrepreneurship, innovation strategy, innovation processes theory, and innovation management in business start ups, networks and mature corporations. They will be offered analytical and managerial training in developing and implementing innovation projects. By combining the acquired knowledge and the capabilities throughout the program, participants should be able to apply core models and concepts on practical business situations.

Upon completion of the program, the participants are expected to contribute substantially to creative and practical innovation strategy processes in their organizations. This requires, however, engagement and effort from the participants before and during class sessions as well as in their project work.

After finishing the program the participants should have developed the following knowledge, skills and reflections.

#### Acquired knowledge

Knowledge about what characterizes innovation in different business settings such as in startups and mature corporations, in local business networks and global industries and markets, in technology firms, manufacturing and services, etc.

Knowledge about key theories and concepts in entrepreneurship, innovation strategy, innovation processes and other innovation management topics.

Knowledge about the business venturing process and about models and tools to help organize such processes.

#### Acquired skills

Skills in analyzing business opportunities and innovation pathways in complex business landscapes

Skills in applying core models and concepts of strategy and innovation on business development projects

Skills in managing business venturing processes

#### Reflections

Ability to reflect upon complex and variable challenges related to growing a climate for enhancing innovation process capabilities in collaborative business setting and the consequences of these for management practices and business ethics

Ability to reflect upon the role of and use of new scientific knowledge in areas of innovation management, in relation to actual innovation management practices

Ability to reflect upon the consequences of innovation challenges, successes and failures to those involved in demanding innovation projects

Ability to reflect upon the role of innovation and new business venturing in the broader context of business interplay and economic development.

### **Prerequisites**

Bachelor degree or equivalent, and 4 years work experience.

### **Compulsory reading**

#### **Books:**

Afuah, Allan. 2003. Innovation management : strategies, implementation, and profits. 2nd ed. Oxford University Press

Birkinshaw, Julian. 2000. Entrepreneurship in the global firm. Sage

Chesbrough, Henry. 2006. Open innovation : researching a new paradigm. Oxford University Press

Christensen, Clayton M., Michael E. Raynor. 2003. The innovator's solution : creating and sustaining successful growth. Harvard Business School Press

Håkansson, Håkan ... [et al.]. 2009. Business in networks. Wiley

Torger Reve og Amir Sasson. 2012. Et kunnskapsbasert Norge. Universitetsforlaget

Tushman, Michael L. & Philip Anderson, eds. 2004. Managing strategic innovation and change : a collection of readings. 2nd ed. Oxford University Press. selected chapters

Van de Ven, Andrew H. ... [et al.]. 1999. The innovation journey. Oxford University Press. ch. 1, 2, 3, 4 and 7 (160 pages)

#### **Articles:**

Bower J. L. and C. M. Christensen. 1995. Disruptive technologies: Catching the wave. Harvard business review. 73(1): 43-53

Ferrary, M. 2003. Managing the disruptive technologies life cycle by externalizing the research: social network and corporate venturing in the Silicon Valley.. International journal of technology management. 25(1/2): 165-180

Fjeldstad, Øystein and Espen Andersen. 2003. Casting off the chains: Value shops and value networks. European business forum. (14): 47-53

Freeman, John and Jerome S. Engel. 2007. Models of innovation: Startups and mature corporations. California management review. 50(1): 94-119

Gans, J. and S. Scott. 2003. The product market and the market for ideas: Commercialization strategies for technology entrepreneurs. Research policy. 32(2): 333-350

Hansen, Nohria and Thomas Tierney. 1999. What's your strategy for managing knowledge. Harvard business review. 77(2): 106-116

Henderson, R.M. and K.B. Clark. 1990. Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. Administrative science quarterly. 35(1): 9-30

Kim, W. C. and R. Mauborgne. 2000. Knowing a winning business idea when you see one. Harvard business review. 78(5): 29 - 138

Michael Morris, Minet Schindehutte, Jeffrey Allen. 2005. The entrepreneur's business model: toward a unified perspective. Journal of Business Research. 58. Elsevier. 726-735

## **Recommended reading**

### **Course outline**

#### **Course outline**

This program combines process learning, management theory and analysis of business cases. The program consists of three to five modules of totally 150 hours, offered over a one- year period.

The first modules contain a thorough introduction to strategy and innovation theory, and provide analytical tools to identify and implement innovation projects.

The participants will work on selected innovation projects during all modules.

The module in San Francisco introduces participants to the Silicon Valley cluster and provides a Californian benchmark to innovation management.

The last modules focus on the leadership challenges in innovative business settings and summarize the learning, and will also contain the participants' presentations of the results of their project work.

### **Computer-based tools**

Lap top and standard IT-tools.

### **Learning process and workload**

Module 1 and 2

Introduction

Competitive positioning and innovation projects

Competing through innovation

Innovation theory and models

Project work

Innovation projects and presentations

The project selection

Innovation management

Benchmarking towards global competitors

Project work

Module 3

San Francisco

Innovation in Silicon Valley

Innovation models and innovation management of the innovation venturing process

Innovation in larger organizations

Visit to Stanford, Berkeley and Silicon Valley companies

Extracting global best practice

Project work

Module 4 and 5

Leadership development

Project work

Presentation of innovation projects to faculty

Presentation of innovation projects to top management

Summary

### **Examination**

The students are to be evaluated through term paper, 18 credits and a term paper (Business Plan) with an oral presentation that counts 12 credits. The term paper (Business Plan) consists of preparing a business plan in groups of up to three students as well as an oral presentation which is graded individually. The business plan counts 1/3 and the oral presentation 2/3 of the grade for 12 credits. Both evaluations must be passed in order to obtain a certificate in the program. The term paper, 18 credits, is to be written individually or in groups of up to three persons.

For students taking this program as their final Master of Management Program the following applies:

The students are evaluated through term paper, 24 credits and a term paper (Business Plan) with an oral presentation that counts 6 credits. The term paper (Business Plan) consists of preparing a business plan in groups of up to three persons as well as an oral presentation that is graded individually. The business plan counts 1/3 and the oral presentation 2/3 of the grade for 6 credits. Both evaluations must be passed in order to obtain a certificate in the program. The term paper, 24 credits, is to be written individually or in groups of up to two persons.

**Examination code(s)**

BLU 27131 -Term paper, 18 credits; accounts for 100% to pass the program BLU 2713.

BLU 27141 - Term paper (Business Plan) , counts for 1/3 to pass the program BLU 2714, 12 credits.

BLU 27142 - Oral Presentation, counts for 2/3 to pass the program BLU 2714, 12 credits.

All evaluations must be passed to obtain a certificate for the program.

For students taking this program as the final Master of Management Program the following applies:

BLU 27151 - Term paper, 24 credits; accounts for 100% to pass the program BLU 2715.

BLU 27161 - Term paper (Business Plan) , counts for 1/3 to pass the program BLU 2716, 6 credits.

BLU 27162 - Oral Presentation, counts for 2/3 to pass the program BLU 2716, 6 credits.

All evaluations must be passed to obtain a certificate for the program.

**Examination support materials**

Bilingual dictionary at the written exam.

**Re-sit examination**

At the end of the next program.

**Additional information**