APPLIES TO ACADEMIC YEAR 2014/2015

MAN 3101/3102/3103/3104 The Innovative Firm

Programme
Final Master of Management Program, Master of Management Program

Responsible for the course
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Department
Department of Innovation and Economic Organisation

Term
According to study plan

ECTS Credits
30

Language of instruction
Norwegian

Introduction
This program is aimed at managers at all levels working with innovation in both public and private sectors as well as others working within businesses and organizations who are interested in enhancing their expertise in the field of innovation. The world is changing rapidly with ever more focus on globalization and increased competition. This development affects Norwegian businesses as well as governmental and non-governmental organizations. This necessitates insights and understanding of innovation in its broadest sense in order to face national and international competition and consequently manage the challenges facing the business community in the new knowledge society. In this context, the ability to change and innovate is increasingly important.

This program is about why and how businesses innovate, and how business might reap financial benefits by investing in new innovation and creative processes, and how to put in place processes to create an innovative organization/firm.

The word 'innovation' has become the 'buzzword' of the decade and has in some contexts become meaningless. This course will therefore emphasise the real meaning of innovation, how it happens, and what it means for businesses and organizations.

We aim to give a comprehensive understanding of innovation, innovation processes and innovation management in firms/organisations. As part of this comprehensive approach, the course will also touch on entrepreneurship, intrapreneurship, commercialization of innovation and more. These areas are studied more in depth in other programs thus these courses are complimentary to this program on the innovative firm.

Learning outcome

Target group
The course is aimed at managers at all levels and others who are responsible for innovation in private firms and public institutions. The course is also targeted towards those who are involved in long term plunging and sustainability of firms i.e. owners of family businesses. The course is also beneficial for anyone involved with or interested in innovation and management of innovation processes looking to increase their competence level on these issues or for future employment in these areas. The program is also designed for entrepreneurs, or beginner entrepreneurs and those involved with Start-ups.

Acquired knowledge
The overall goal of this program is to ensure that participants acquire an understanding of what it means to develop an innovative firm. At the end of the course you should have attained

-Knowledge on innovation theories and their origin

-Knowledge on what innovation and innovation driven entrepreneurship is

-Insight into how innovation and knowledge-based innovation processes happen, and what it entails for firms and other organizations

- Knowledge of different approaches to innovation and innovation models.

-Familiarity with innovation research

-Understanding and recognition of ethical problems related to innovation processes

- Insight into the relation between innovation and economic growth

Acquired skills
After completing the program the candidate should be able to

-Follow through and manage innovation processes

-Identify areas of improvements within an organization with the understanding of making it more innovative

-Apply acquired information on appropriate Norwegian laws, public regulations, financing options, organization of R & D projects etc. for establishing a comprehensive insight in hands-on innovation initiatives.

- Apply learned knowledge on innovation networks and innovation systems to implement processes for new creativity and creation.

Reflection
After having completed the program you should
- Know how to contemplate/analyse firms' dependency on innovation to create growth, and to secure and create jobs.
- Know how to identify ethical dilemmas in innovation processes
- Have acquired a comprehensive view of innovation in firms

Prerequisites
Bachelor degree or equivalent and 4 years of work experience. Please consult our student regulations.

Compulsory reading
Books:
Fagerberg, J. et al.(red.). 2005. The Oxford Handbook of Innovation. Oxford University Press. (utdrag ca. 400 s.). Oxford University Press. (utdrag ca. 400 s.). (Utdrag ca. 400 s)
Helset, Per, Felix Reimers, Toril Melander Stene og Ragnar Vik. 2009. Immaterialrett og produktetterligning mv. etter markedsføringsloven. (Utdrag ca. 600 s).
Lamoreaux, Naomi and K.L. Sokoloff, eds. 2009. Financing innovation in the United States, 1870 to the present. MIT Press. Introduction + kap 3,4,7,10 (totalt 129 s)
Perez, C. 2002. 2002. Technological Revolutions and Financial Capital. The Dynamics of Bubbles and Golden Ages. Edward Elgar. Kap 1-3 og 7-10 (totalt 74 s)
Tidd, J. og J. Bessan. 2013. Managing Innovation. Integrating Technological, Market and Organizational Change. 5th Edition. Wiley. (Utdrag ca. 500 s)

Articles:
Abelsen, B. og T. Kvidal. 2013. Innovasjonsledelse, i Abelsen et al. Innovasjon – organisasjon, region,politikk. Cappelen Damm Akademisk. ss 69-87
Aslesen, H. W., & Freel, M. 2012. Industrial knowledge bases as drivers of open innovation?. Industry and Innovation. 19 (7). ss 563-582
Aslesen, H.W. 2009. "The Innovation System of Norwegian Aquacultured Salmonids". I "Innovation, Path dependency and Policy": The Norwegian case" (red.) Fagerberg, J. D. Mowery, B. Verspagen. Oxford University Press. Oxford. New York
Aslesen, H.W., Isaksen, A, J. Karlsen. October 25, 2011. Modes of Innovation and Differentiated Responses to Globalisation - A Case Study of Innovation Modes in the Agder Region, Norway. Journal of the Knowledge Economy. ss 1-17
Govindarajan, Vijay, Chris Trimble. 2005. Building breakthrough businesses within established organizations. Harvard Business Review. 59 ff
Hopkins, M.M. et a. 2013. Buying big into biotech: scale, financing, and the industrial dynamics of UK biotech, 1980–2009. Industrial and Corporate Change. Vol 22, No 4. ss 903-952
Huizingh, E. K. R. E. 2011. "Open innovation: State of the art and future perspectives". Technovation. 31 (1). ss 2-9
Ray, D.M. Let Them Eat (Genetically Re-engineered) Cake and the Little Purple Pill: A Rejoinder to Miles, Munilla and Covin. 8 s

Journals:
Artikkel: Miles, M.P. et al. 2004. Innovation, Ethics and Entrepreneurship. Journal of Business Ethics. No 1. 4 s
Bhide, Amar. 1994. How entrepreneurs craft strategies that work. Harvard Business Review. ss 150 ff
Bhide, Amar. 1996. The questions every entrepreneur must answer. Harvard Business Review
Mazzucato, M. Financing innovation: creative destruction vs. destructive creation. Industrial and Corporate Change. Vol 22, no 4. ss 851-867
Schumpeter, J. 1928. The Instability of Capitalism. The Economic Journal. September. 25 s
Senker, J. 1995. Tacit Knowledge and Models of Innovation. Industrial and Corporate Change. 4 (2). ss 425-447

Other:
Casson, Mark ... et al, eds. 2006. The Oxford Handbook of Etrepreneurship. Oxford University Press. Kap 1 og 15 (72 s)
Chesbrough, HW. 2003. Open innovation: The new imperative for creating and profiting from technology. Boston, MA: Harvard Business School Press. Introductory chapter
Doz, Y.L. et al. 2007. From leadership to management: mobilizing knowledge for innovation in strategic alliances, i Malerba, F. og S. Brusoni (red.), Perspectives on Innovation. Cambridge University Press. ss 308-321
Geroski, P.A. 2007. Intellectual property rights and competition policy, i Malerba, F. og S. Brusoni (red.),

Perspectives on Innovation. Cambridge University Press. ss 455-463
Hounshell, D.A. 1984. From the American System to Mass Production 1800-1932. John Hopkins University Press. Introduction og kap 6
Håkanson, H. og A. Waluszewsk. 2007. Interaction: the only means to create use, i Håkanson, H. og A. Waluszewski (eds.), Knowledge and Innovation in Business and Industry. Routledge. ss 147-167
Kline, S.J., and Rosenberg, N. 1986. “An Overview of Innovation”, in The Positive Sum Strategy: Harnessing Technology for Economic Growth, Laudau, R. and Rosenberg, N. (Eds). National Academy Press, London, Washington. ss 275-306
Knutsen, S. 2007. Finansieringsformer og finansiering av innovasjon, i: Hernes,T. og A.L. Kofoed (red.): Innovasjonsprosesser. Om innovasjoners odyssé.. Fagbokforlaget.Bergen. ss 148-172
Lundvall, B.- Å. 1988. Innovation as an interactive process: from user-supplier interaction to the national system of innovation, In: Dosi, et al. (Eds.), Technical Change and Economic Theory. Francis Pinter: London. Kap 17 (ss 349-369)
Masahiko, A. 2007. Schumpeterian innovations in institutions, i Malerba, F. og S. Brusoni (red.), Perspectives on Innovation. Cambridge University Press. ss 227-250
Metcalfe, S. Innovation systems, innovation policy and restless capitalism, i Malerba, F. og S. Brusoni (red.), Perspectives on Innovation. Cambridge University Press. ss 441-454
Midttun, A. og N-O. Ørjasæter. 2007. Selskapet som et knippe produktsykluser:Oorganisering av intraprenørskap i det innovative foretak, i Hernes,T. og A.L. Kofoed (red.): Innovasjonsprosesser. Om innovasjoners odyssé. Fagbokforlaget. Bergen. ss 173-195
Nelson, R.N 2007. 2007. Understanding economic growth as the central task of economic analysis, i Malerba, F. og S. Brusoni (red.)
Penrose, E. 1959. The Theory of the Growth of the Firm. Oxford University Press: New York. (Utdrag ca. 40 s)
Schumpeter, J.A. 1942/1975. Capitalism, Socialism and Democracy. Harper. ss 81-106
Van de Ven et. al. 1999. The Innovation Journey. Oxford: Oxford University Press. Kap (1) og 2
Verspagen, B. 2007. Innovation and economic growth theory: A Schumpeterian legacy and agenda, i Malerba, F. og S. Brusoni (red.), Perspectives on Innovation. Cambridge University Press. ss 42-61
Wallevik, K et al. 2013. 2013. Hvordan lykkes bedrifter med innovasjon?, i Abelsen et al. Innovasjon – organisasjon, region,politikk. Cappelen Damm Akademisk. ss 45-68
Waluszewski, A. og Håkanson, H. 2007. Economic use of knowledge: i Håkanson, H. og A. Waluszewski (eds.), Knowledge and Innovation in Business and Industry. Routledge. ss 1-22
Witt,U. og C. Zellner. 2007. Knowledge-based entrepreneurship: the organizational side of technology commercialization, i Malerba, F. og S. Brusoni (red.), Perspectives on Innovation. Cambridge University Press. ss 352-369

Recommended reading

Books:

Tidd, J. og J. Bessant. Managing Innovation. Integrating Technological, Market and Organizational Change. 2013. 5th Ed. Wiley. Det som ikke er pensum, er anbefalt litteratur

Other:

Timmons, Jeffry A. and Stephen Spinelli, jr. 2009. New venture creation : entrepreneurship for the 21st century. 8th Ed. McGraw-Hill. Del IV: Financing Entrepreneurial Ventures

Course outline

1. Seminar- Innovation- an interactive phenomenon and what it means for individual firms
2. Seminar –How to mobilize firms’ or organizations’ various expertise?
3. seminar: Innovation and Ownership (IPR)
4. Seminar. Innovation and Financing
5. Seminar. Innovation Management
6. Seminar. The Innovative Firm

Computer-based tools

itslearning

Learning process and workload

The programme is conducted through six course modules, a total of approx. 150 lecturing hours.

Project tutorials differ in each Executive Master of Management programme. It will consist of personal tutorials and tutorials given in class. Generally the students may expect consulting tutorials, not evaluating tutorials. The total hours of tutorials offered is estimated to two hours pr. students following an ordinary Master of Management programme. For students taking the programme as their final Master of Management programme the tutorials offered are estimated to a total of six hours.

Please note that while attendance is not compulsory in all programmes, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/ itslearning or other course materials.

Coursework requirements

None

Examination
The students are evaluated through a term paper, counting 18 ECTS credits and a 48 hours individual home exam, counting 12 ECTS credits. Both evaluations must be passed to obtain a certificate for the programme. The term paper may be written individually or in groups of maximum three persons.

For students taking this programme as the final Master of Management Programme the following applies:
The students are evaluated through a term paper, counting 24 ECTS credits and a 48 hours individual home exam, counting 6 ECTS credits. The term paper may be written individually or in groups of maximum two persons. Both evaluations must be passed to obtain a certificate for the programme.

Applies to all:
The project work is a process in which all participants/students after every seminar hand in a preliminary term paper related to the most recent subject-matter. After feed-back and comments the preliminary paper may be changed during the duration of the program/course. It is the final version of the term paper that'll be the bases on which the students will receive their grade. vAll deadlines are final and have to be followed in order to stay in the program.

The preliminary term paper deadlines will be announced at the beginning of the program.

Examination code(s)
MAN 31011 - Term paper; accounts for 100 % of the grade to pass the programme MAN 3101, 18 credits
MAN 31021 - Home exam; accounts for 100 % of the grade to pass the programme MAN 3102, 12 credits
Both evaluations must be passed to obtain a certificate for the programme.

For students taking this programme as the final Master of Management Programme the following applies:
MAN 31031 - Term paper; accounts for 100 % of the grade to pass the programme MAN 3103, 24 credits
MAN 31041 - Home exam; accounts for 100 % of the grade to pass the programme MAN 3104, 6 credits;.
Both evaluations must be passed to obtain a certificate for the programme.

Examination support materials
All permitted

Re-sit examination
It is only possible to re-sit an examination at the next ordinary examination. When a programme is discontinued, the re-sit examination will take place in a replacement programme.

The assessment is mainly based on more than one examination code. Where this is the case, you may re-sit only the assessed components of one of these examination codes. Where this is not the case, all of the assessed components of the course must be retaken. All re-sit examinations will incur an additional fee.

Additional information