Innovation Management (EING-M200)
Course Syllabus
(Credits: 5 ECTS)

This syllabus provides the information concerning the course topics and organisation and the requirements for the evaluation.

1 Contact Information

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If you have a question concerning the course, don't hesitate to contact me by email. If needed, we can also arrange an appointment.

2 Course Objectives

This course analyses the different facets of the innovation process. It is divided in four parts: (1) Innovation Dynamics; (2) Innovation Process; (3) Open Innovation; (4) Innovation Strategy and Organization. The main objectives of the course are
- to acquire the fundamental knowledge about the topic from research and practice literature;
- to make students aware of the importance of innovation, in particular technological innovation, for firms survival and growth;
- to underline the complexity and uncertainty of the management processes linked to innovation;
- to go beyond the linear and causal view of innovation, which is more and more a process involving various internal and external actors;
- to understand the major skills to manage innovation both at the strategic and operational levels.

3 Course Material

Readings

Required readings
• C. M. Christensen (1999) The Innovator's Dilemma – When New Technologies Cause Great Firms to
Fail, Harvard Business School Press, Boston


Suggested readings


Webpage

See webcampus, course EINGM200

Lecture Notes

Pdf files of the powerpoint presentations of each course are available on the website.
4 Course Requirements and Grading

The course will be evaluated through (1) a group work (max. 4 students) presenting either an illustrative case of an innovation management situation or a recent research topic concerning innovation management; and (2) a written open book exam where students will have to analyse a case on the basis of the course concepts. An individual discussion based on a personal Case Study. Concerning the group work, each group is supposed to provide, two weeks before the end of the semester, a paper responding to the scientific writing standards. The paper should not exceed 15 pages (Times 12 pt, 1.5 line spacing). During the exam, each student will have to answer an additional question on the group work.

The final grade will be distributed as follows:
- Group work 40 %
- Case study exam 50 %
- Individual question on group work 10 %
# 7 Course Outline

**Part One – Innovation Dynamics**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Date</th>
<th>Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Technology Dynamics</td>
<td>03/02/2015</td>
<td>Tushman &amp; Anderson</td>
</tr>
<tr>
<td>B. Market &amp; Technology Dynamics</td>
<td>10/02/2015</td>
<td>Christensen</td>
</tr>
<tr>
<td>C. Industrial Dynamics</td>
<td>17/02/2015</td>
<td>Abernathy &amp; Utterback</td>
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**Part Two – Innovation Process**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Date</th>
<th>Reading</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Models and Practices</td>
<td>24/02/2015</td>
<td>Nichols</td>
</tr>
<tr>
<td>B. Innovative People</td>
<td>03/03/2015</td>
<td>Berkun at Carnegie Mellon</td>
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**Part Three – Open Innovation**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Date</th>
<th>Reading</th>
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</thead>
<tbody>
<tr>
<td>A. Innovating with Users</td>
<td>10/03/2015</td>
<td>Von Hippel</td>
</tr>
<tr>
<td>B. Collaborating for Innovation</td>
<td>17/03/2015</td>
<td>Case Study (Fuel Cell)</td>
</tr>
<tr>
<td>C. Intellectual Property Questions</td>
<td>24/03/2015</td>
<td>Teece, Outsourcing Innovation (Business Week)</td>
</tr>
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**Part 4 – Innovation Strategy and Organization**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Date</th>
<th>Reading</th>
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</thead>
<tbody>
<tr>
<td>A. Leading or Following?</td>
<td>31/03/2015</td>
<td>Gilbert and Birnbaum-More</td>
</tr>
<tr>
<td>B. Organizational Structures for Innovation</td>
<td>21/04/2015</td>
<td>Case Study (Nestlé)</td>
</tr>
<tr>
<td>C. Source of Uniqueness</td>
<td>28/04/2015</td>
<td>Drucker</td>
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**Part 5 – Viewpoints of the industry**

- Guest speaker 1: TBD
- Guest speaker 2: TBD
- Participation to Nino 2015: 22-23/03/2015