


Teacher(s)	Gailly Benoît ;
Language :	English
Place of the course	Louvain-la-Neuve
Prerequisites	This class is accessbiel only to CEMS students
Main themes	The design and implementation of strategic innovation management processes within multinational firms.
Learning outcomes	<p><b>At the end of this learning unit, the student is able to :</b></p> <p><b><i>Having regard to the LO of the programme X, this activity contributes to the development and acquisition of the following LO:</i></b></p> <p><b><u>1. Corporate citizenship</u></b></p> <ul style="list-style-type: none"> <li>• 1.1. Demonstrate independent reasoning, look critically</li> <li>• 1.2. Decide and act by incorporating ethical and humanistic values</li> <li>• 1.3. Decide and act responsibly</li> </ul> <p><b><u>2. Knowledge and reasoning</u></b></p> <ul style="list-style-type: none"> <li>• 2.1. Master the core knowledge of each area of management.</li> <li>• 2.2. Master highly specific knowledge</li> <li>• 2.3. Articulate the acquired knowledge from different areas</li> <li>• 2.4. Activate and apply the acquired knowledge</li> </ul> <p><b><u>3.1. Conduct a clear, structured, analytical reasoning</u></b></p> <ul style="list-style-type: none"> <li>• 3.2. Collect, select and analyze relevant information</li> <li>• 3.3. Consider problems using a systemic and holistic approach</li> <li>• 3.4. Perceptively synthesize' demonstrating a certain conceptual distance</li> </ul> <p><b><u>4. Innovation and entrepreneurship</u></b></p> <ul style="list-style-type: none"> <li>• 4.1. Identify new opportunities, propose creative and useful ideas</li> <li>• 4.2. Initiate, develop and implement ideas around a new product, service, process</li> <li>• 4.3. Collaborate and actively drive forward collective ac- tions for change</li> </ul> <p><b><u>5. Work effectively in an international and multicultural environment</u></b></p> <ul style="list-style-type: none"> <li>• 5.1. Understand the inner workings of an organization</li> <li>• 5.2. Position ... the functioning of an organization, in its ...socio-economic dimensions</li> </ul> <p><b><u>6. Teamwork and leadership</u></b></p> <ul style="list-style-type: none"> <li>• 6.1. Work in a team...</li> </ul> <p><b><u>7. Project management</u></b></p> <ul style="list-style-type: none"> <li>• 7.2. Organize, manage and control the process</li> </ul> <p><b><u>8. Communication and interpersonal skills</u></b></p> <ul style="list-style-type: none"> <li>• 8.1. Express a clear and structured message</li> </ul> <p><b><u>9. Personal and professional development</u></b></p> <ul style="list-style-type: none"> <li>• 9.1. Independent self-starter</li> </ul> <p><b><i>At the end of this course, the student will be able to:</i></b></p> <ul style="list-style-type: none"> <li>• - master the main concepts underlying the development of innovation management as a core competitive advantage of a firm</li> <li>• - master the key aspects of the case for strategic innovation for firms</li> <li>• - master the main concepts related to innovative strategies</li> <li>• - master the main concepts related to innovative and nimble organizations</li> <li>• - master the main concepts related to the internal and external sources of innovation for a firm</li> </ul>

<p>Evaluation methods</p>	<p><b>Continuous evaluation (50%)</b></p> <ul style="list-style-type: none"> <li>• Date: <i>Week 2-6</i></li> <li>• Type of evaluation: <i>Group readings and presentations</i></li> <li>• Comments: Group works can also lead to maximum two bonus points</li> </ul> <p><b>Evaluation week (in November - 50%)</b></p> <ul style="list-style-type: none"> <li>• Oral: 3 students/hour</li> <li>• Written: -</li> <li>• Unavailability or comments: schedule managed by teacher</li> </ul> <p><b>Examination session</b></p> <ul style="list-style-type: none"> <li>• Oral: -</li> <li>• Written: -</li> <li>• Unavailability or comments:</li> </ul> <p>Students who fail the November exam can have a second chance in September (oral exam or written work if student is abroad), with the same split between continuous evaluation and exam.</p> <p><u>By submitting an assignment for evaluation:</u></p> <p>you assert that it accurately reflects the facts and to do so you need to have verified the facts, especially if they originate from generative AI resources;</p> <p>you assert that all your sources that go beyond <i>common knowledge</i> are suitably attributed. <i>Common knowledge</i> is what a knowledgeable reader can assess without requiring confirmation from a separate source;</p> <p>you assert that you have respected all specific requirements of your assigned work, in particular requirements for transparency and documentation of process, or have explained yourself where this was not possible.</p> <p>If any of these assertions are not true, whether by intent or negligence, you have violated your commitment to truth, and possibly other aspects of academic integrity. This constitutes academic misconduct.</p>
<p>Teaching methods</p>	<p>In-class activities - Lectures - Interactive seminar - Micro-teaching (partly presented by students) At home activities - Students presentation</p>
<p>Content</p>	<p>The objective of this class is to introduce some key conceptual frameworks, analytical tools and issues related to innovation-based <b>global strategy design and execution</b>, in particular regarding corporate strategies, competitive advantage and value creation as well as stakeholder analysis and ethics.</p> <p>We also address some key strategic issues related to global business strategy and capabilities.</p> <p>Finally, we also introduce students to the challenges of consensus-based decision-making in uncertain and ambiguous environments</p> <p>1. <b>Designing</b> the right global strategy The case for innovation-based global strategies Innovation as a business Innovation as a strategic choice</p> <p>2. <b>Executing</b> the right global strategy – <b>better</b> than others Innovation-based global strategies Drivers of global innovation strategies</p>
<p>Inline resources</p>	<p><a href="http://www.NavigatingInnovation.org">www.NavigatingInnovation.org</a> <a href="http://www.Zinnovants.eu">www.Zinnovants.eu</a></p>
<p>Bibliography</p>	<p>Reference book : Navigating Innovation (Palgrave, 2018)</p> <p>Recommended reading :</p> <p>Tidd J., Bessant D. (2018) <u>Managing Innovation: Integrating Technological, Market and Organizational Change</u>. 6th Edition, Wiley</p> <ul style="list-style-type: none"> <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> (2d ed.) McGraw-Hill</li> <li>• Mazzucato, M. (2013) <u>The Entrepreneurial State</u>, Anthem Press</li> <li>• Robertson, D. (2014) <u>Brick by brick: How Lego rewrote the rules of innovation</u>, RH</li> </ul>
<p>Other infos</p>	<p><b><u>This course is exclusively reserved for CEMS students of the LSM.</u></b></p> <p>Skills : presentation skills - team work - problem solving - decision making - critical thinking</p>

Faculty or entity in charge	CLSM
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<b>Programmes containing this learning unit (UE)</b>				
Program title	Acronym	Credits	Prerequisite	Learning outcomes
Master [120] in Management [CEMS Programme]	GEST2M	5		
Master [120] : Business Engineering [CEMS Programme]	INGE2M	5		