


WEEK 1: INNOVATION MANAGEMENT

Lectures and assessments	21 hours
Company visits and presentations	3 hours
Group work, individual preparation and reading	24 hours
Total duration	48 hours
Number of credits	2 US/4 ETCS

OBJECTIVES:	<p>This module is devoted to the analysis of key issues regarding innovation in a globalized world. Their impact on firm strategy will be discussed in order to illustrate how managers can exert their leadership and attain higher goals. The underlying model is Open Innovation.</p> <p>The topics to be covered start with creativity as a core competence for innovation leaders. Indeed, this is a key element to exploit other sources of innovation. Advanced approaches and techniques to manage innovation are also part of the program as well as an evaluation of their relevance to real cases.</p> <p>Reverse innovation will be also discussed because it can multiply the impact of innovation activities in the firm. Also inter-organizational networks and their governance systems will be analyzed. How to make it happen is the content of the conclusive session and will wrap-up with practical insights all the inputs necessary to transform a good manager in an innovation leader.</p>
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CONTENTS:	<ol style="list-style-type: none"> 1. What is creativity and why is important Creativity is often the trigger for innovation. In this section we will discover what is about and how we can develop it. 2. The creative problem solving process Creativity is not an innate process but can be learned and developed. This to be applied to problem solving and innovation. Some of the most effective techniques will be explained and practiced in this section. 3. The creative environment in teams and organizations How can the Apple and Pixar of this world be so innovative? What makes certain teams so creative? In this section we will discuss the best cases and see how to implement their secrets in our daily work. 4. Sources of Innovation What are the triggers of innovation? Technology and non-technology based innovations will be discussed and successful factors will be analyzed. 5. Innovation as a strategic process Innovation doesn't come often by chance but it is the result of a careful managed process. The key phases and indicators of the innovation management process will be illustrated. 6. Tools for innovation management How can we select the most promising innovations? Some powerful assessment tools will be introduced and practiced.
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	<p>7. Open and reverse innovation</p> <p>The new frontiers of innovation rely on collaboration and globalization. We will see how to reap these new opportunities and what are the implications for the top management team.</p>
<p>BIBLIOGRAPHY</p>	<p>Books</p> <ul style="list-style-type: none"> • Michalko M. (2004) Cracking Creativity: The Secrets of Creative Genius, Ten Speed Press. • Checkland P. and Poulter J. (2006) Learning For Action: A Short Definitive Account of Soft Systems Methodology and its use, Wiley. • Senge P. (2006) The Fifth Discipline: The Art & Practice of The Learning Organization, Broadway Business. • Belbin R.M. (2004) Management Teams, Butterworth-Heinemann, Second Edition • Lafley A.G. and Charam R. (2008) The Game Changer: How Every Leader Can Drive Everyday Innovation, Profile Books. <p>Articles</p> <ul style="list-style-type: none"> • You Need an Innovation Strategy: By: Pisano G. Harvard Business Review. Jun2015 • Managing Your Innovation Portfolio, By Bansi Nagji, Geoff Tuff; Harvard Business Review, May 2012 • The Innovator's DNA. By: Dyer, Jeffrey H.; Gregersen, Hal B.; Christensen, Clayton M.. Harvard Business Review, Dec2009 • How Open Innovation Can Help You Cope in Lean Times. By: Chesbrough, Henry W.; Garman, Andrew R.. Harvard Business Review, Dec2009 • How GE is disrupting itself. By Immelt J. Et al., Harvard Business Review, October 2009 • Which Kind of Collaboration Is Right for You? By Roberto Verganti and Gary P. Pisano. Harvard Business Review, December 2008 • How Pixar Fosters Collective Creativity. By: Catmull, Ed. Harvard Business Review, Oct2008 • The Contradictions That Drive Toyota's Success. By: Takeuchi, Hirotaka; Osono, Emi; Shimizu, Norihiko. Harvard Business Review, Jun2008 • Innovation Killers. By: Christensen, Clayton M.; Kaufman, Stephen P.; Shih, Willy C.. Harvard Business Review, Jan2008 • Is It Real? Can We Win? Is It Worth Doing? By: Day, George S. Harvard Business Review, Dec2007 • The Innovation Value Chain. By: Hansen, Morten T.; Birkinshaw, Julian. Harvard Business Review, Jun2007
<p>TEACHING METHOD:</p>	<p>The teaching of this course is highly interactive and based on participatory learning. In other words, student and teacher interact continuously in the classroom with the use of business simulations, case studies and preparatory readings to structure the exchanges.</p> <p>Students will be required to apply models and concepts to structure their operational interviews with external firms.</p>

ASSESSMENT:	<p>The final grade is comprised of:</p> <ul style="list-style-type: none"> • Class participation • Group presentations of innovation analysis of chosen company • Individual results on business simulation and final essay on key learning points
SYLLABUS UPDATED:	<p>December 2015</p>
FACULTY: 	<p>Michele Coletti is Affiliated Professor, Academic Leader of the Certificate of Innovation Leadership and Fellow of the Lab for Competitiveness of the Grenoble Ecole de Management. He is also managing the MBA specialization in Management Consulting. His academic research focuses on collaborative innovation and innovation systems.</p> <p>A former entrepreneur himself, Michele is also a business coach in entrepreneurship programmes. From 2010 to 2014, he has been Adviser for innovation policies at the Economic Department of the Provincia di Milano, participating to EU-funded projects on technology clusters and incubation policies and to the ECIA (European Creative Industries Alliance) platform.</p> <p>Michele is a certified management consultant (CMC). He holds an MBA from the Grenoble Graduate School of Business and an MSc in Technology and Innovation Management from SPRU at the University of Sussex. He is member of the editorial board of the International Journal of Competitiveness.</p>