

# Innovation Management

## About the course

subject	Virksomhedsstudier / Virksomhedsledelse
activitytype	master course
Teaching language	English
Registration	<p>You register for activities through <a href="#">stads selybetjening</a> during the announced registration period, which you can see on the <a href="#">Study administration homepage</a>.</p> <p>When registering for courses, please be aware of the potential conflicts and overlaps between course and exam time and dates. The planning of course activities at Roskilde University is based on the recommended study programmes, which should not overlap. However, if you choose optional courses and/or study plans that goes beyond the recommended study programmes, an overlap of lectures or exam dates may occur depending on which courses you choose.</p>
Detailed description of content	<p>The course will present, discuss and apply modern theories about innovation and innovation processes. Focus will be on internal processes as well as processes between companies and organizations, interactions with users and other actors, and on the importance of the broader societal context. Emphasis will be put on how management can nurture and plan innovation.</p> <p>The lectures will be composed of presentations and discussions of theory and of workshops in which the theories will be applied in an innovation process. In the workshops an innovation process from idea generation to innovation pitch will be planned and carried out in groups. The innovation-idea will be pitched in front of a feedback-panel during the last lecture of the course.</p> <p>Teaching and workshops are planned as a connected process oriented journey, during which an innovation process is planned and carried out. In the workshops, student will develop and apply, for example, different types of idea-generating and user involvement methods, they will develop business models, sketch innovation networks, create an innovation pitch and more.</p> <p>The exam paper will be based on an analysis of the innovation journey that has been created in the groups. On the basis of the course's literature, the lectures and the workshops, in the exam assignment the students will analysis and reflect upon the specific innovation process. Thus, it is important to participate actively during the lectures and in the workshops.</p> <p><i>Themes that will be included during the course include:</i></p> <ul style="list-style-type: none"><li>• Creativity and "the fuzzy front end of innovation"; about how innovation ideas develop, how to select between ideas, and about how the creative organization is build.</li><li>• The types and importance of different innovation processes including stage gate models, open innovation, and bricolage, and the different phases of innovation processes.</li><li>• Business models, business model development and innovation as well as organizational possibilities and barriers for business model generation.</li><li>• Introduction to different types of prototyping, service blueprints, scripting and more, and their importance and applicability in a broader context.</li><li>• Different types of user involvement processes and methods, their benefits and limitations.</li><li>• The importance of integrating sustainability and CSR in relation to innovation.</li><li>• Organization of the innovative company, its innovation networks, and the impacts of the surrounding society for innovation.</li><li>• The importance of the good pitch and its character.</li><li>• Possibilities and barriers for funding and to build profit from innovation.</li></ul>
Expected work effort (ECTS-declaration)	Lectures: 40 Preparation (workshops and presentation): 30 Preparation (reading literature): 140 Exam: 60 Total: 270
Course material and Reading list	<p><i>Tentative literature list:</i></p> <p>Akrich, M. (1992). The de-scription of technical objects. In W. Bijker &amp; J. Law (Eds.), Shaping technology/building society. Cambridge, MA: MIT Press, pp. 205-224.</p> <p>Amabile, T. M. (1996). Creativity in context : update to The social psychology of creativity. Boulder, Colo: Westview Press, p. 3-40</p>

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- Chamakiotis, P., Dekonick, E. A. and Panteli, N. (2013), Factors Influencing Creativity in Virtual Design Teams: An Interplay between Technology, Teams and Individuals, *Creativity and Innovation Management*, Vol. 22 No 3, 265 - 279.
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- Chesbrough, H. (2010). Business model innovation: Opportunities and barriers. *Long Range Planning*, 43(2-3), 354-363.
- Clark, C. (2008). The impact of entrepreneurs' oral 'pitch' presentation skills on business angels' initial screening investment decisions. *Venture Capital*, 10(3), 257-279.
- Cooper, R. G. (2008). Perspective: The stage-gates (R) idea-to-launch process - Update, what's new, and NexGen systems. *Journal of Product Innovation Management*, 25(3), 213-232.
- Edvardsson B, P. Kristensson and P. Magnusson (2012). Customer integration within service development, *Technovation*, Vol. 32 No. 7-8, pp. 419-29.
- Fagerberg, J. (2018). *Innovation, Economic Development and Policy*. Chapter 1: Innovation: A guide to the literature. p. 3-28
- Fassin, Y. (2009). The Stakeholder Model Refined. *Journal of Business Ethics*, 84(1), 113-135.
- Fuglsang, L. (2017), 'The critical incident technique and everyday innovation', in Sørensen, F. and Lapenta, F. (eds.), *Service Innovation Research Methods*, Cheltenham: Edward Elgar, pp. 40-59.
- Fuglsang, L., & Sørensen, F. (2011). The balance between bricolage and innovation: management dilemmas in sustainable public innovation. *The Service Industries Journal*, 31(4), 581-595.
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- Geels, F. W. (2004). From sectoral systems of innovation to socio-technical systems - Insights about dynamics and change from sociology and institutional theory. *Research Policy*, 33(6-7), 897-920.
- Getty P.M. (2014) *The 12 Magic Slides*. Chapter 5: The Elevator Pitch. Pp. 69-86. Apress, Berkeley, CA
- Gressgård, L. J. (2011). Virtual team collaboration and innovation in organizations. *Team Performance Management: An International Journal*. 17 (1/2): 102-119.
- Han, S. J., Chae, C., Macko, P., Park, W. and Beyerlein, M. (2017). How virtual team leaders cope with creativity challenges. *European Journal of Training and Development*, 41(3), 261-276.
- Helkkula, A., & Pihlström, M. (2010). Narratives and metaphors in service development. *Qualitative Market Research: An International Journal*, 13(4), 354-371.
- Holmes, S., & Smart, P. (2009). Exploring open innovation practice in firm-nonprofit engagements: A corporate social responsibility perspective. *R and D Management*, 39(4), 394-409.
- Humphreys, A. (2015). Really, really rapid prototyping: Flash builds and user-driven innovation at JSTOR Labs. *Information Services and Use*, 35(1-2), 71-75.
- Kelly, T. (2016) *The Ten Faces of Innovation*. Chapter 1: Introduction: Beyond the Devils Advocate.
- Kenney, M., J. Zysman (2016), *The Rise of the Platform Economy*, *Issues in Science & Technology*, Spring 2016, Vol. 32, Issues 3, 61 - 69.
- Luo, X., Du, S., & Lett, M. (2015). Exploring the relationship between corporate social responsibility and firm innovation, *Marketing Letters*. 26(4), p703-714.
- Magnusson, P. R., Matthing, J., & Kristensson, P. (2003). Managing User Involvement in Service Innovation. *Experiments With Innovating End Users*. *Journal of Service Research*, 6(2), 111-124.
- Martinez-Conesa, I., Soto-Acosta, P., & Manzano, M. P. (2017). Corporate social responsibility and its effect on innovation and firm performance: An empirical research in SMEs. *Journal of Cleaner Production*, 142(4), 2374-2383.
- Mollick, Ethan. 2014. The dynamics of crowdfunding: An exploratory study. *Journal of business venturing* 29.1 (2014): 1-16.

	<p>Molner, S., Prabhu, J. C., &amp; Yadav, M. S. (2019). Lost in a Universe of Markets: Toward a Theory of Market Scoping for Early-Stage Technologies. <i>Journal of Marketing</i>, 83(2), 37-61.</p> <p>Muninger, M. I., Hammedi, W., &amp; Mahr, D. (2019). The value of social media for innovation: A capability perspective. <i>Journal of Business Research</i>, 95, 116-127.</p> <p>Bocken, S.W. Short, P. Rana, S. Evans (2014) A literature and practice review to develop sustainable business model archetypes, <i>Journal of Cleaner Production</i>, 65 (2014) 42-56.</p> <p>Osterwalder, A. &amp; Pigneur, Y. (2010) Business model generation: a handbook for visionaries, game-changers, and challengers. Chapter 1, pp. 14-55.</p> <p>Roberts, D. L., &amp; Piller, F. T. (2016). Finding the right role for social media in innovation. <i>MIT Sloan Management Review</i>, 57(3), 41-47.</p> <p>Rusanen, H., Halinen, A., &amp; Jaakkola, E. (2014). Accessing resources for service innovation – the critical role of network relationships. <i>Journal of Service Management</i>, 25(1), 2-29.</p> <p>Stokke, R. (2017), "'Maybe we should talk about it anyway': a qualitative study of understanding expectations and use of an established technology innovation in caring practices", <i>Bmc Health Services Research</i>, 17.</p> <p>Sutton, R. (1996). Brainstorming Groups in Context : Effectiveness in a Product Design Firm. <i>Administrative Science Quarterly</i> , Vol . 41 , No . 4, pp . 685-718.</p> <p>Teece, D. J. (1986). Profiting from technological innovation: Implications for integration, collaboration, licensing and public policy. <i>Research Policy</i>, 15, 285-305.</p> <p>Wallin, M. W., &amp; Von Krogh, G. (2010). Organizing for Open Innovation. <i>Organizational Dynamics</i>, 39(2), 145-154.</p>
Evaluation- and feedback forms	Midt term oral evaluation. Survey-based evaluation by the end of the course.
Administration of exams	ISE Studyadministration ( <a href="mailto:ise-studyadministration@ruc.dk">ise-studyadministration@ruc.dk</a> )
Responsible for the activity	Flemming Sørensen ( <a href="mailto:flemmiso@ruc.dk">flemmiso@ruc.dk</a> ) Lars Fuglsang ( <a href="mailto:fuglsang@ruc.dk">fuglsang@ruc.dk</a> )
ECTS	10
Learning outcomes and assessment criteria	<ul style="list-style-type: none"> <li>● <b>Knowledge and understanding:</b> <ul style="list-style-type: none"> <li>About innovation and entrepreneurship as a field of research</li> </ul> </li> <li>● About how innovation involves various internal and external actors, including employees, users and other businesses</li> <li>● About the process characteristics and systemic characteristics of innovation</li> <li>● About how innovation processes are driven, managed and institutionalised in a corporate and societal context</li> <li>● About the similarities and differences in innovation between manufacturing and service businesses and private and public organisations</li> <li>● <b>Skills:</b> <ul style="list-style-type: none"> <li>In completing innovation processes involving both internal and external actors, including users and other businesses and organisations</li> </ul> </li> <li>● In evaluating how different actors and resources can be organised and utilised in innovation processes</li> <li>● In completing analyses of innovation processes and various forms of innovation collaborations</li> <li>● In formulating well-reasoned problem-oriented considerations in relation to the innovation work of businesses in a societal context</li> <li>● <b>Competences:</b> <ul style="list-style-type: none"> <li>In being able to manage innovation processes in businesses</li> </ul> </li> <li>● In being able to select and apply tools in innovation processes in a business based on innovation theories</li> <li>● In preparing models for and organising collaborations in connection with innovation in and between businesses and with users and other relevant actors</li> <li>● In taking advantage of internal and external actors and resources in innovation processes</li> </ul>

Overall content	<p>The course will work with theories about innovation processes that take place in and between businesses and organisations and in collaboration with other actors, including users, and it will discuss how innovation interacts with value creation in the business. It will also focus on what role management plays in promoting and planning innovation and entrepreneurship in businesses.</p> <p>The course will also work with providing knowledge and understanding of how innovation is planned and carried out in a societal context and how the surrounding society impacts innovation in businesses and entrepreneurship. The significance of the institutional framework and the societal conditions for innovation will be analysed in order to understand a business's value creation.</p> <p>Additionally, the students will be introduced to tools that can be used in innovation activities. These, together with the theories on innovation that they are introduced to, will allow the students to plan, complete and analyse an innovation process during the course involving both internal and external actors.</p>
Teaching and working methods	<p>There will be a number of seminars lasting 2-4 hours. The teaching will be a combination of lectures, small exercises and workshops. As a whole, these will form a coherent process-oriented course structure wherein the students will form groups and plan and complete part of an innovation process.</p> <p>The lectures and the small exercises will aim to discuss innovation theory and practice and prepare the students for the workshop activities.</p> <p>During the workshops, the students will work with an innovation process related to the development of a product or service identified by the students themselves. For example, the workshops may include activities related to idea generation methods, user involvement methods, business model innovation, the building of networks, innovation pitches, etc.</p> <p>Based on the course's literature, lectures and workshops, the students must describe, analyse and reflect on their innovation process in their exam paper. It is a prerequisite for being able to write the exam paper that the students are actively participating in the various workshops</p>
Type of activity	Mandatory course
Form of examination (p1)	<p>Individual oral exam based on an assignment made by the group.</p> <p>The student begins the exam with a short presentation followed by a dialogue. There may be posed questions in any part of the curriculum.</p> <p>Permitted group size: 3 to 6 students.</p> <p>The character limit of the written product is: 16,800-24,000 characters, including spaces. The character limits include the cover, table of contents, bibliography, figures and other illustrations, but exclude any appendices.</p> <p>Time allowed for the exam including time used for assessment: 15 minutes.</p> <p>The students are examined separately.</p> <p>The assessment is an overall assessment of the written product(s) and the subsequent oral examination..</p> <p>Permitted support and preparation materials for the oral exam: All.</p> <p>Assessment: 7-point grading scale. Moderation: Internal co-assessor.</p>
Form of Re-examination (p1)	Samme som ordinær eksamen
Exam code(s)	Exam code(s) : U41286

Course days:

Hold: 1

## Innovation Management (BAL, BS)

time	11-02-2022 08:15 til 11-02-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Flemming Sørensen ( flemmiso@ruc.dk )

## Innovation Management (BAL, BS)

time	18-02-2022 08:15 til 18-02-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Jørn Kjølsest Møller ( jom@ruc.dk )

## Innovation Management (BAL, BS)

time	25-02-2022 08:15 til 25-02-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Lars Fuglsang ( fuglsang@ruc.dk )

## Innovation Management (BAL, BS)

time	04-03-2022 08:15 til 04-03-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Jørn Kjølsest Møller ( jom@ruc.dk )

## Innovation Management (BAL, BS)

time	11-03-2022 08:15 til 11-03-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt

location	25.2-005 - teorirum 25.2 (80)
Teacher	Lars Fuglsang ( fuglsang@ruc.dk )

## Innovation Management (BAL, BS)

time	18-03-2022 08:15 til 18-03-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Flemming Sørensen ( flemmiso@ruc.dk )

## Innovation Management (BAL, BS)

time	25-03-2022 08:15 til 25-03-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Lars Fuglsang ( fuglsang@ruc.dk )

## Innovation Management (BAL, BS)

time	01-04-2022 08:15 til 01-04-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Flemming Sørensen ( flemmiso@ruc.dk )

## Innovation Management (BAL, BS)

time	08-04-2022 08:15 til 08-04-2022 12:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Flemming Sørensen ( flemmiso@ruc.dk )

## Innovation Management (BAL, BS)

time	22-04-2022 08:15 til 22-04-2022 12:00
forberedelsesnorm	ikke valgt

forberedelsesnorm D-VIP	ikke valgt
location	25.2-005 - teorirum 25.2 (80)
Teacher	Lars Fuglsang ( fuglsang@ruc.dk ) Flemming Sørensen ( flemmiso@ruc.dk ) Jørn Kjølsest Møller ( jom@ruc.dk )

## Innovation Management - Hand in (BAL, BS)

time	29-04-2022 10:00 til 29-04-2022 10:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt

## Innovation Management - Oral exam (BAL, BS)

time	01-06-2022 08:15 til 10-06-2022 18:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt

## Innovation Management - Hand in, reexam (BAL, BS)

time	12-08-2022 10:00 til 12-08-2022 10:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt

## Innovation Management - Oral reexam (BAL, BS)

time	22-08-2022 08:15 til 23-08-2022 18:00
forberedelsesnorm	ikke valgt
forberedelsesnorm D-VIP	ikke valgt