



Syllabus

Academic Year	2021/2022
Program	Law, Digital innovation and Sustainability
course	Management of Innovation and Entrepreneurship
Term	I semester
Year	2
SSD	SECS-P/10 Organizzazione Aziendale
Credits	6

INSTRUCTIONAL GOAL

The course focuses on the aspect of management and entrepreneurship. The course introduces and defines the challenges and opportunities to be a manager and a promoter of innovation at different levels, within the firm or through new venture creation. Management of Innovation and Entrepreneurship will introduce the students to a new way to see innovation and opportunities in government, social enterprises, traditional firms and more in general in every occasion of their life.

There will be lectures and projects, in which students will need to try to develop or manage innovations. The course applies the theoretical framework of both the management of innovation and entrepreneurship. Hence, the course will go through the main pillars of the Innovator's Methods and cover the different moments of innovation, from the insights and problem search to business modeling. Besides, the course will provide an overview of the main innovation theories and concepts such as open innovation, network, and communities of innovation, knowledge creation and sharing.

Another goal of the class is to support the students to increase their proactive capacity to develop innovative and entrepreneurial organizations. Therefore, the course will introduce models and practical tools for the definition and development of innovative ideas. The definition of a business model for innovation and the development of a business plan are the two indispensable elements of the creation of a new business, in particular in the case of innovative and disruptive ideas.

In conclusion, the course will introduce the main innovation shifts, introducing the most significant technological innovation and it will study their impact on the organization. Furthermore, the course will also study how change can contribute to important shifts in the way we see organizations and society.



INTENDED
LEARNING
OUTCOMES

Knowledge and understanding:

By the end of the course, students should be able to:

- comprehend the organization role in the development innovation and the main mechanism that organization can activate
- understand the main challenges and opportunities of innovation and their role in the success or failure of the organization
- develop a critical understanding of how entrepreneurial activities could propose and define innovation ideas.

Throughout the class, students will study different cases of organization and new ventures that develop innovative ideas or peculiar organizational structures in support of innovation.

Applying knowledge and understanding:

Upon completing the study program, students will be able

- To evaluate the managerial implications of the development of innovation.
- Interpret innovative scenarios and define possible solutions for the management of the innovation.
- Students will be stimulated to have an innovative mindset, which is necessary to tackle the new challenges
- To define the basis of new business ideas and analyse its feasibility from a managerial prospective

Making judgements:

Upon completing the study program, students will be able to:

- Interpret scientific articles concerning the managerial and entrepreneurial implication of innovation
- Prepare original business plans and models supported by data, competitors and market analysis.

Communications Skills:

Upon completing the study program, students will be able to:

- develop the ability to communicate in written form through completing the assignment and oral form through the final exam and the class debate;
- use the notions and the communication of business of innovation.
- ability to use specific terminology of entrepreneurship.
- foster the development or relational skills in international and multicultural settings;

Learning skills:

Upon completing the study program, students will be able to:

- build an analytic toolbox from both managerial and entrepreneurship;
- solve problems in dynamics settings and develop critical positions. This ability will be acquired through: class participation, class debate, and research carried out for the drafting of the written assignment.

Pre-requisites

Good knowledge of English is required (oral and written). Compulsory



course attendance

Course content

The course is divided into two main parts. The first part introduces the managerial implication of innovation. The second part explores the opportunities and challenges of entrepreneurship.

The course starts by analyzing how organizations could efficiently manage innovations and how these could support their success. Moreover, considering the importance of management of innovation within the modern organization, the course will analyze the different managerial solutions and how they:

- support in the development of innovation within the organization
- limit the possible threats that a disruptive innovation could have on the organization.

A focus will be made on how the same opportunities could be explored by entrepreneurial activities and how entrepreneurs define their business model and their strategic positioning in the market. Particular attention will be given to the possibility to develop an organization that could exploit the important technological innovation to resolve social and environmental problems, avoiding that the same technologies damage society.

Topics that will be covered by the course include the following:

- Innovator's Methods
- Managing the innovation: from internal R&D to open innovation
- Sharing economies, new technologies and the creative industry
- Combining technological and social innovation
- Entrepreneurship and the exploration of new market niches.
- Defining a business model for innovation.
- From an idea to a business
- Disruptive innovation and change of paradigm
- A.I, IoT, blockchain, robotics and the future of management
- Managing innovation for changing society

The first part will provide an overview of the Innovator method. During the first classes, it will be presented the different steps with which the



organization could innovate: exploration, implementation, and management. In this first part, it will be presented the main tools and skills necessary to adopt the innovation method within the organization

In the second part, the course provides an overview of the organizational solution which could support the management in the development of innovation. Besides, it will be explored the industries in which innovation has a central role and new potential for change. In this phase, it will be taken into consideration the different organizational structures in which companies could foster innovation. In the second part, it will also be taken analyzed the role of social innovation as an important element to take into consideration when developing managerial solutions.

The third part of the course will then focus on the role of the entrepreneur in finding new opportunities and applications for new technologies. Innovation does not necessarily require the use of new technologies, but it is important to examine also how a new combination of elements and exploitation of new market niche could support the development of innovation. At the end of the course will examine how these opportunities are exploited by start-ups and organizations through the definition of new business models.

The course concludes by looking at the last trend of innovation and its managerial implication. New technologies will write a new chapter and could lead to a complete change of the view the management is seen and studied. The students will explore the different future scenario and their possible consequences on the organization and society.

Reference Books

The analysis of very recent or current issues means that it is impossible to refer to a specific textbook. The slides, referring to a given lesson, will be made available to students in advance. However, in order to have a general and analytical view on the managerial and entrepreneurship workings of innovation, students can refer a set of articles such as:

Teece, David J. "Business models, business strategy and innovation." Long range planning 43.2-3 (2010): 172-194.

Crossan, Mary M., and Marina Apaydin. "A multi-dimensional framework of organizational innovation: A systematic review of the literature." Journal of management studies 47.6 (2010): 1154-1191.

Chesbrough, Henry, Wim Vanhaverbeke, and Joel West, eds. Open innovation: Researching a new paradigm. Oxford University Press on



Demand, 2006.

Furr, Nathan, and Jeff Dyer. *The Innovator's Method: Bringing the Lean Start-Up Into Your Organization*. Harvard Business Review Press, 2014.

Teece, David J. "Business models, business strategy and innovation." *Long range planning* 43.2-3 (2010): 172-194.

Chesbrough, Henry. "Business model innovation: opportunities and barriers." *Long range planning* 43.2-3 (2010): 354-363

Crossan, Mary M., and Marina Apaydin. "A multi-dimensional framework of organizational innovation: A systematic review of the literature." *Journal of management studies* 47.6 (2010): 1154-1191.

Hall, Jeremy K., Gregory A. Daneke, and Michael J. Lenox. "Sustainable development and entrepreneurship: Past contributions and future directions." *Journal of Business Venturing* 25.5 (2010): 439-448.

Fountaine, Tim, Brian McCarthy, and Tamim Saleh. "Building the AI-powered organization." *Harvard Business Review* (2019): 63-73.

Anderson, Neil, Kristina Potočnik, and Jing Zhou. "Innovation and creativity in organizations: A state-of-the-science review, prospective commentary, and guiding framework." *Journal of management* 40.5 (2014): 1297-1333.

Dewar, Robert D., and Jane E. Dutton. "The adoption of radical and incremental innovations: An empirical analysis." *Management science* 32.11 (1986): 1422-1433.

Tushman, Michael L., and Charles A. O'Reilly III. "Ambidextrous organizations: Managing evolutionary and revolutionary change." *California management review* 38.4 (1996): 8-29.

Garcia, Rosanna, and Roger Calantone. "A critical look at technological innovation typology and innovativeness terminology: a literature review." *Journal of Product Innovation Management: An international publication of the product development & management association* 19.2 (2002): 110-132.

Fleming, Peter. "Robots and organization studies: Why robots might not want to steal your job." *Organization Studies* 40.1 (2019): 23-38.

Sood, Ashish, and Gerard J. Tellis. "Technological evolution and radical innovation." *Journal of Marketing* 69.3 (2005): 152-168.



Zott, Christoph, Raphael Amit, and Lorenzo Massa. "The business model: recent developments and future research." *Journal of management* 37.4 (2011): 1019-1042.

Students are expected to read the papers/articles assigned each week

Teaching Methods

Slides will be available before the lesson covering each of the specific topics addressed in the course. Hence the presentations would include theoretical explanation of the main phenomena part of the course.

In addition, there will be interactive classes and workshop where students could develop their entrepreneurial ideas for the final assignment.

Assessment

The assessment will be centered on a final project, (50% of the final grade). The final project will consist of a report describing the managerial implication of recent innovation and how this could influence the organizations of the firms and of the other actors which are in the market in which this new technology has emerged.

Besides, in the final week, students will be asked to present the entrepreneurial idea, which has emerged during the interactive classes and workshops. The presentation will last a maximum of 15 minutes and it would be in a form of an investor pitch, in which students will need to present the business model of their idea and describe how they aim to tackle this opportunity.
