



**Subject** **Module: General Management Skills**  
**Course:** **General Management Skills III: Innovation Management**

**Professor in charge:** Olaf Ziegert

**Target group:** MBA-students in the first stage of the MBA-program

**Lectures:** 2 SWS

**Aims:** Strategic management and planning deals with complex problems confronting managers in a rapidly changing environment. There are a lot of books which help to cope with problems of strategic management. They are based on the premise that a well-structured and systematic approach can provide guidance through the huge number of methods, concepts, processes etc.

One essential issue is often missing: to cope with future problems a company need innovation and creativity. Everyone knows that giving the customer what he or she wants is a critical factor for success. To discover ideas for new products, new techniques and new services requires analytic skills, an open mind, creativity methods and last but not least a creative culture. But the attempts at innovation fail because organisations rely too much on the random inspiration of individuals and they often lack a systematic process for development.

The objective of the lesson is to discuss all relevant aspects of innovation in the context of a strategic framework of innovation management. This will enable students to cope with basic innovation management tasks in future.

**Contents:**

**1. Setting the frame: What is an innovation?**

- 1.1 What does "innovative" mean?
- 1.2 Basic types of innovation
- 1.3 Incremental vs. disruptive innovation

**2. The Innovative Company – Our Framework for the Course:**

**2.1 Innovation strategy – Knowing what and where to innovate!**

- 2.1.1 Innovation as source of competitive advantage
- 2.1.2 Link between Corporate and Innovation strategies
- 2.1.3 Top line innovation vs. Bottom line innovation strategies

**2.2 Innovation process – From the idea to market launch (and beyond)!!**

- 2.2.1 Customer insight and idea management
- 2.2.2 Concept development and concept testing
- 2.2.3 Product / Service creation and testing
- 2.2.4 Market launch & Post launch monitoring

**2.3 Innovation resources – Management of technology and**



### **knowledge!**

2.3.1 Planning under uncertainty – Scenario analysis and technology road mapping as "candles in the dark"

2.3.2 The "complexity dilemma" – why modules are beautiful!

2.3.3 Don't innovate yourself! - Innovation management via strategic partnering

2.3.4 Knowledge as the key innovation source – interface knowledge & innovation management

### **2.4 Innovation organisation & culture – The secret of success**

2.4.1 The difference between innovative individuals and innovative organizations – typical problems of companies

2.4.2 Organizational R&D Ying-Yang: Being "soft" and being "hard" at the right time

2.4.3 Assessing the "Innovation Climate" in your company

### **3. Summary and Outlook**

3.1 Service innovation – still a "black management hole"?

3.2 "Disruptive Innovation": Fashionable hype or the next management generation?

3.3. Innovation Management and Demographic Change – "Can we still be innovative, when he works till 70?"

3.4 Summary of Innovation Management findings

### **Methods:**

Student learning is based on a blend of 1.) lectures and class discussions, 2.) case analysis and discussions as well as 3.) students' own preparation and business experience, 4.) industry expert presentations and 5.) lecturer's advice and assistance:

#### **1. Lectures and class discussions:**

Lectures will focus on reviewing and discussing key issues of each learning unit. Real-world examples will be used to illustrate the covered issues. Students are encouraged to share their views on specific innovation issues based on their practical work experience.

#### **2. Case analysis and discussions:**

Case Studies will reinforce understanding of the strategic aspects of innovation management.

#### **3. Students own preparation and business experience:**

Students must attend all module's lectures and group sessions. They must aim to participate actively in all appropriate group work and discussion and share their practical work experiences.

#### **4. Industry experts presentations:**

One presentations of an industry expert from a leading company will be organized to provide real life insight in addition to the case studies

#### **5. Lecturer's advice and assistance:**

To better deal with topics of particular difficulty, the support of the lecturer will be available before the course of the module, during the course as well as during the revision period prior to the examinations.



**Examination:** The module will be assessed by a final written examination (60 min).

The examination at the end of the course will cover selected theory-based questions and questions on specific innovation management challenges.

## Literature

### Main Textbooks:

Tidd, J.; Bessant, J.; Pavitt, K. (2001): Managing Innovation, 2nd edition.

### Additional Literature:

Christensen, C.M. (2003): The Innovator's Dilemma; HarperBusiness

Vahs, D.- Burmester, R.: Innovationsmanagement. Von der Produkt-Idee zur erfolgreichen Vermarktung, Stuttgart 1999

Christensen, C.M.; Overdorf, M.; Thomle S. (2001): Harvard Business Review on Innovation

Hamel G. (2002): Leading the revolution; Harvard Business School Press

Barske, H; Gerybadze A.; Hünninghausen, L.; Sommerlatte, T. (2003): Das Innovative Unternehmen; symposium Verlag

### Web sources of leading management consultants

Arthur D. Little ([www.adl.com](http://www.adl.com))

McKinsey & Company ([www.mckinsey.com](http://www.mckinsey.com))

The Boston Consulting Group ([www.bcg.com](http://www.bcg.com))

**Language:** English

**Case Studies:**