



<b>Course Coordinator: Prof . Sergio Barile</b>	
<b>Course Title:</b> Innovation and organization of companies	<b>Credits:</b> 9
<b>SSD / General Discipline (SSD):</b> Secs-P/08	<b>A.Y.:</b> 2016-2017
<b>Class contact:</b> 72 Contact hours	<b>Semester:</b> I Semester

### Learning Objectives

This course approaches "Innovation and organization of companies" through five levels of analysis: individual, team, network, organizational, and industrial. At each level of analysis, particular attention is given to the conditions under which innovation processes succeed and fail. The weekly readings consist of a mixture of book chapters, journal articles, and cases, and an online forum will be used for further discussion of the required readings outside of class. Classes will begin with a reflection exercise that entails critical thinking about the topic of the week, followed by an activity and lecture introducing material found both within and outside of the readings. Classes will begin with a case analysis completed in small groups, followed by a discussion based on the issues raised in the case and on the online forum. The primary goal of the course is to expose students to a variety of perspectives on innovation, while building on past work experiences and preparing for work experiences in the future.

### Course Description

Innovation is the key to gaining and maintaining a competitive advantage in the business world. Using multifunctional research from economics, organizational theory, general management and marketing, and strategy literature, the course provides a systematic approach to the strategies and processes that underlie the financial results of innovation.

The course shows the relationship between innovation, a management function, and profitability, a financial function. The course creates a framework that encompasses the basic questions of the "who, what, when, and where" of innovation, combining the latest theoretical discussion with abundant examples. The course takes a unique multi-functional approach that integrates the important contributions of economics, organizational theory, marketing, and finance to innovation management. This approach provides students with a full presentation



of appropriate management theory and detailed coverage of practical concerns such as the role of government regulation, choosing a profit perspective, and the transfer of innovation. The impact of the public and international sectors is highlighted with lessons on globalization, innovation in emerging economies, and the role of government in promoting innovation. In addition to a strong analytical and theoretical foundation, the course offers many pedagogical examples. Most lessons conclude with short practice cases designed to supplement the numerous examples within each lesson.

### **Extended Program**

The ability to manage change successfully is an essential part of business. It is a skill that is much valued by employers, and it is therefore one of the most commonly delivered courses. This book helps you to understand three key activities for managing change: diagnosing, explaining and enacting. Both practical and action-oriented, it gives students and managers the tools they need to deal with the messy reality of change. It combines theory and diagnostic tools with practical examples that focus on actions and outcomes. It also includes short vignettes and longer cases, from a range of international contexts, for classroom study or for use on distance learning courses. Managing Change is written for advanced undergraduates and graduate students taking modules on change management, strategy and organizations. Its class-tested approach has been successfully delivered in a wide variety of settings, including over fifty executive short courses with FTSE-listed businesses.

#### Part I. Foundations:

1. Approaches to practising change management
2. Current perspectives and classic ideas

#### Part II. Diagnosing:

3. Clarity and ambiguity
4. Engagement and vitality
5. Stakeholder positioning and dynamics
6. Culture, habits and unlearning

#### Part III. Enacting Change:

7. Changing structure
8. Identity and change
9. Choosing customers and competitors
10. Changing processes
11. Aligning people and activities
12. Learning and developing
13. Change through dialogue



Part IV. Explaining:

14. Developing and interpreting evidence and reflexive learning

15. Accounting for change

16. Conclusions

Part V. Extended Cases: Case 1. ABB

Case 2. ITS Canada

Case 3. Island Opera

Case 4. Oticon

Case 5. Admiral Insurance

Case 6. Power Provision

Case 7. Nokia

Case 8. Her Majesty's Revenue and Customs

Case 9. Apple

#### Reference Books

Beech, Nic, and Robert MacIntosh. *Managing change: enquiry and action*. Cambridge University Press, 2012.

#### Teaching method

The course will be delivered through a series of lectures and case studies, quizzes, peer-reviewed exercises, along with additional study materials provided to the students.

#### Assessment Method

- ✓ written test: 60%
- ✓ individual work executed during the course (e.g. assignments, paper writing): 25%
- ✓ team work executed during the course: 15%

#### Language:

English

#### Classes



Monday: 16:00 – 18:00

Tuesday: 16:00 – 18:00

Thursday: 16:00 – 18:00

**Meetings with Prof. Sergio Barile**

After class or by appointment (Department of Management, III floor).

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