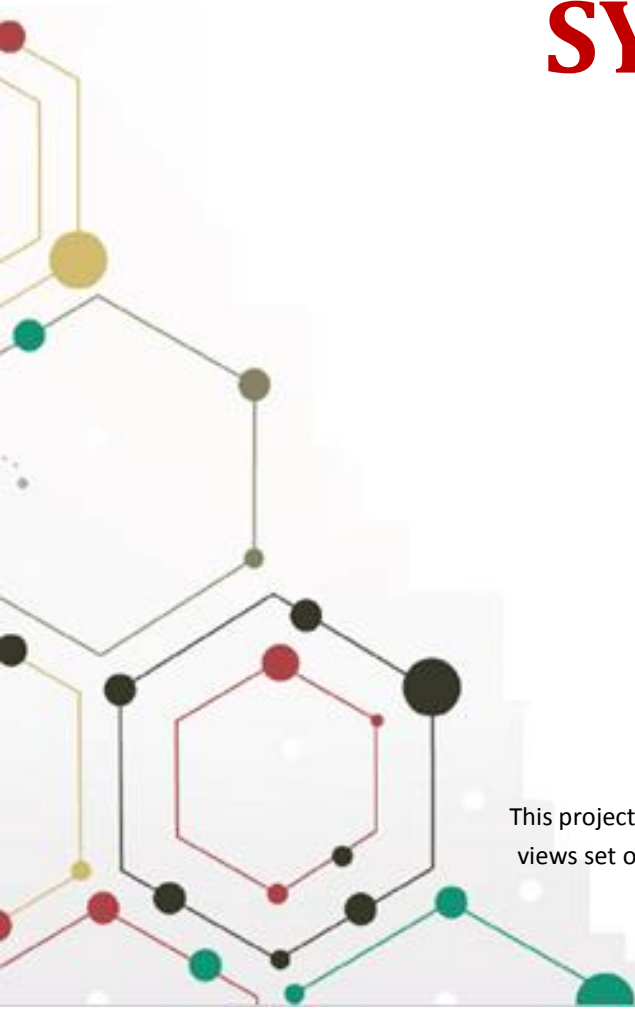


APInno

Innovation management

course

SYLLABUS



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1 Introduction

Business leaders agree on what is holding Europe back: high labour costs, excessive regulation and a lack of a culture of innovation and entrepreneurship. It is inarguable that Innovation is and will be the way for businesses to achieve economic success and organic growth, and to achieve it companies will have the need to develop new skills and knowledge - such as a far deeper understanding of customer and stakeholders' needs and expectations, the ability to collaborate, to create social value, etc. It is crucial to create and sustain long-term competitiveness and economic value especially of SMEs.

The opportunities and risks associated with innovation are visible across all industries. Large, well-established firms can suddenly find their businesses disrupted by new competitors with emergent business models. New technologies create new products that alter, enhance, or shape patterns of consumer behaviour. Consumers respond to new products in unexpected ways, driving unanticipated change and the need forever newer products and services.

The concept of Innovation management is still a key challenge.

1.1 Course overview

This training is developed under the project Erasmus+ *APInno: Action Project for Innovation* Erasmus+ Project N° 2014-1-BG01-KA203-001561.

The APInno aims at fostering the collaboration between business and universities as one key issue to be targeted by developing an innovative approach and methodology for teaching one of the under-exploited concepts - Innovation Management (IM).

The 180 hours training course is organised in six training modules.

The course content is practical and grounded in the real world, not just academic theory. The program focuses on what happens before, during, and after delivering training, and what to do if training is not the right solution. The course is designed considering the high value of student engagement, expert facilitation, and application of new methods and techniques. The training course is aligned with the competencies required by the most successful practitioners.

The focus of this course is on Innovation Management – the Innovation and Innovation Management are related but distinct.

1.2 Areas of learning

The training will include the following areas of learning:

- Providing background knowledge relevant for the understanding of the innovation management.
- Gain a foundation in conducting the trends analysis.
- Applying knowledge and skills to develop and prioritise the business concepts.
- Learning to comprehend the market, offering, delivery, production and business model.
- Identify a range of innovation concepts that focus on opportunity and review the synthesised Business Opportunity Map;

1.3 Learning Process

- The learning process in these areas will be:
 - o Interactive: involving the participants actively
 - o Practical: applying theory to concrete situations, either through cases, role plays and exercises, or through analysing the processes within the group
 - o Participatory: making the group itself a learning body and mobilising its self-organising capacities
 - o Emerging: drawing from the experience, knowledge and personal resources of participants

1.4 Training Methods

- Teaching strategy
 - o Games, energisers, ice-breakers
 - o Workshops
 - o Self-directed learning
 - o Individual work and Group discussions
 - o Personal and group reflection, sharing of experiences

- o Cases
- o Role plays exercises
- Learning strategy
 - o Flap learning
 - o Learning by doing:
- problem-based learning
- inquired-based learning
- competence-based learning
 - o Self-directed learning
 - o Experiential and action learning

1.5 Course objectives

The overall objectives of this training are:

- to define the innovation management
- to develop student capability to identify business concepts
- to analyse the business trends
- to create the Business opportunity map

The specific objectives of the course are to enable students to:

- work in team on the certain casus
- clear presentation of the business idea as short as possible

1.6 Target Group

The course is oriented to the Bachelor (in last level) or Master students.

1.7 Course Outcome

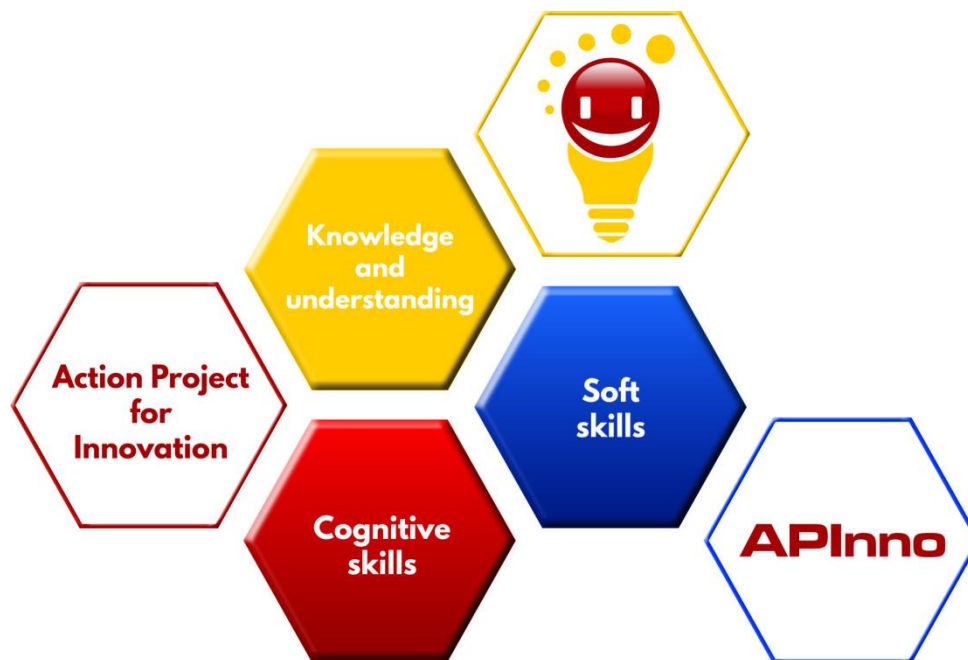
Upon completion of the course, trainees will be prepared to manage the business innovation process:

- Strategy and Goals
- Business Opportunity Map
- Business concepts
- Business model

At the final of this training, the student should have:

- Working understanding of innovation management concepts
- In-depth understanding of innovation processes and available models
- Knowledge of available tools, techniques, document templates and approaches to innovation management

1.8 Methodology



1.9 Teaching and Learning Strategy

The overall strategy is student centred built around the needs of various businesses. A series of workshops provide students with a framework of theories, ideas, notions and concepts to build understanding. The students then interact with businesses to develop new ways of doing things within that business that are theoretically sound. In the

process students are expected to question the veracity and value of the theories as they try to put them into practice.

Developed from the quality assurance descriptors, but they can be modified based on what we learn today.

- Knowledge and understanding of:
 - Theoretical perspectives, methods and techniques of innovation management;
 - Key features of success when developing an innovation strategy;
 - Financial and risk assessments of an innovation strategy;
- Cognitive skills in being able to:
 - Researching and developing an innovative solution to a problem;
 - Evaluate the relevant skills needed to manage innovation at a variety of levels;
 - Identify and evaluate elements of an innovation strategy;
 - Analyse and synthesis information from multiple sources to reach justifiable conclusions;
 - Use conceptual skills to create and implement decisions;
- Soft skills
 - Project management;
 - Critical components of the process;
 - Preparing a basic project management chart;
 - Leading a project that develops innovative solutions to problems;
 - Leadership;
 - Team work;
 - Communicating with others;
 - Negotiating and Conflict resolution in a team setting while under pressure;

1.10 Course topics (modules)

The course modules have been arranged as follows:

- Module 1: Break the ice

- Module 2: Introduction
- Module 3: Preparation
- Module 4: Ideation
- Module 5: Consolidation
- Module 6: Implementation

1.11 Assessment

At the end of the training course the participants receive a certificate (“has successfully participated”). Monitoring and evaluation of the course is organised in the following way:

- Regular assessment by trainer/training team and participants during and at the end of each training module/training day
- Written evaluation by the participants at the end of the course.

Assessment is done three-fold:

- By mentors – 60%
- By the company representative – 25%
- By peers – 15%

1.12 Delivery method

The training course is organized as a face-to-face on-site workshop combined with e-learning support (option). The training course combines face-to-face- training sessions with on-line knowledge building and assessments, self-help and guided study. Blended learning is ideal for learners who need greater flexibility in their studies. It combines the convenience of home study with the ability to learn directly from trainers and interact with peers.

2 Short description of each module.

2.1 Module 1: Ice breaking

Learning objectives:

- to introduce the students
- to identify student profile

2.2 Module 2: Introduction

Learning objectives:

- define the main terms related to the Innovation management

2.3 Module 3: Preparation

Learning objectives:

- Coordinate where it should or should not innovate
- Define growth goals
- Determine the extent and type of innovation – innovation portfolio
- Determine the investment profile - the risk level and the time interval

2.4 Module 4: Ideation

Learning objectives:

- create a field for idea generation - by using the innovation imperative
- consider the ideas from different perspectives
- analyse potential problems and offer creative solutions
- create Business Opportunity Map (BOM)

2.5 Module 5: Consolidation

Learning objectives:

- generate range of business concepts
- prioritise and select the best concepts to recommend
- conduct some initial due diligence to validate the priority concept

2.6 Module 6: Implementation

Learning objectives:

- create a business model and plan which clearly summarises the business concept
- propose an Action Plan for the concept implementation
- propose alternative solutions
- conduct further research
- prepare innovation pipeline with alternative solutions

3 Design of the APIInno course

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
Identify Myers-Briggs profiles http://www.humanmetrics.com/cgi-win/jtypes2.asp	1	READY: BREAK THE ICE	Comments on the Myers-Briggs profiles results	Introduction of the students Games for ice breaking form the team Explain the course/module and the work process	Read the online materials and presentation; case studies and theoretical concepts about Myers-Briggs®	- case studies about innovative companies - innovation failure; - disruptive innovation; - blue ocean strategy - types of innovation - innovation management
Introduce: - Importance of innovation; - Definitions for innovation and innovation management; - Types of innovation; - Innovation pipeline and value chain; - Challenges to	2	READY: INTRODUCTION	Introduction to IM: -definitions -tools	Discussion on the main topics and concepts related to innovation and innovation management in particular	Find new cases	Examples - innovative companies - movies as: - Working Girl - https://www.youtube.com/watch?v=JjgKkluHXJM - last 6 minutes - explanation of the idea - in the elevator

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
innovation.						- books as: How to Think Like Leonardo da Vinci
Explain what thinking style is and how Bono's six hats are used http://www.debonoforschools.com/asp/six_hats.asp http://www.debonogroup.com/six_thinking_hats.php http://www.storyboardthat.com/articles/business/brain-storming/six-thinking-hats	3		Creativity, thinking styles, boundaries to creativity. The role of thinking styles for our work process and six steps: Setup, Diverge, Substantiate, Converge, Finalise	Discussion in teams around a common topic or case using the six Bono's hats, thinking styles	Read more materials and case studies on the use of the six thinking styles; practice in teams	
Explain: What corporate culture is; organisational behaviour and business ethics	4		Corporate culture, business ethics and organisational behaviour	Various games and activities		Role games, articles, tools
Prepare a brief case with a challenge in the field of innovation together with the	5		Brief presentation of the company and the challenge to be solved by	Organise a discussion and students ask questions about the business in order to	Start collecting insights about the business, the industry and the	Interviews, online research, etc.

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
challenger, who is going to present it to the students			the student teams	better understand what is expected as a result	case.	
Introduce innovation portfolio, case for change (innovation), financial analysis of the need for innovation	6	STEADY: PREPARATION	<ul style="list-style-type: none"> - innovation goals and strategy of the company including financial targets for growth, profit, revenue, timeframe, etc. - why does the company need to innovate? - how the company is going to innovate - what types of innovation, etc. - what are the key innovation drivers 	All teams work together in order to have an equal start: defining goals and strategy review public available financial data and analyze it (or ask the company for information) - make some brief financial analysis in order to understand the "size" of innovation - how much return is sought, in what time frame, etc.	Substantiate the information and do some more research, including ask questions to the client in order to summarize and conclude	Interviews, online research, etc.
Explain: How to deliver successful presentations	7		Presentation skills	Practice presentation	Improve presentation skills	Videos, case studies, books

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
Prepare all necessary information to present to the company/organisation - challenger	8		Summary of sessions 4-7 to be presented/sent to the company representative for feedback and/or confirmation of the goals to be achieved.	Prepare the presentation for the client.	Presentation for the client - sent as an email or presented via conf. call/meeting with each team .	Conference call/email with the company.
Optional phase	9		Presentation to the company			
Receive feedback from the company and modify the preparation phase	10		Finalizing the setup phase with all key outputs: -innovation strategy and goals; - financial analysis and forecast; - case for change (innovation)	Discussion and finalize the company's feedback and recommendations for expected results	Start preparing for generation of ideas and information	Case studies, creativity tools, internet, etc.
Generating ideas - where good ideas come from, what sources and tools to use, how to	11	STEADY: IDEATION	Generating ideas in each team; Teams start competing from	Play several games in order to show various sources of ideas and tools to	Preparation about Business opportunity map - (BOM) - read the	BOM template provided by the mentor, explanation of the

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
implement them.			this stage onwards.	use: World café, scenarios, (reverse) brainstorming, mind mapping, fresh ideas, someone else's shoes, etc.	material and description of the tool. Understand: - market and customer needs; - offering - product/service; - delivery channels; - production - business model	purpose and the type of information to be generated.
Understand the process of filling the BOM: - how to fill in three mini BOMs; - what type of information is filled in each of the five fields on the BOM	12		BOM and work process	Explanation of the BOM as a tool for structuring information and guidance what and how to be done by each team. Guidance for filling the mini BOMs: "here and now", "someone else's shoes", "future perfect".	All teams start research and filling of the three mini BOMs	Primary and secondary research - interviews, surveys, focus groups, market analysis, online research
All teams finalize the three mini BOMs with	13		Master BOM - combine all three	Students discuss and combine the three	Teams clean the master BOM.	Primary and secondary research

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
sufficient information in a structured way			mini BOMs into one Master BOM	mini BOMs into one master BOM with all information substantiated and structured	Optional - send the BOM to the company for review and feedback.	- interviews, surveys, focus groups, market analysis, online research
Clean the master BOM with all comments and feedback provided by the challenger	14	STEADY: CONSOLIDATION	Create business cases/concepts by "connecting the dots" from the master BOM	Template for business case/concept and the master BOM and start connecting all pieces of information across the fields ; provide guidance on how to complete five concepts for each Team	Complete five business concepts	Primary and secondary research - interviews, surveys, focus groups, market analysis, online research
Read about business concepts and review the template provided by the mentors	15		Present five business concepts for innovation to the mentor	Present five business concepts for innovation	Finalize the concepts with feedback by the mentor	
Prepare presentation for the challenger for a feedback session	16		Presentation to the company	Present recommendations about the three to five business concepts; ask for	Define criteria for selection of concepts to be implemented	

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
				feedback		
Business concept vs. idea	17		Further develop three new business concepts	Develop three new business concepts	Prioritisation and selection of one business concept to be recommended to the client	
Prepare presentation for the company	18		Presentation to the company - presentation to the client and choice over several business concepts	Finalize the concepts	Prepare to start developing business model and action plan/plan for implementation	
Implementation plan - key elements and road map	19	INNOVATE: IMPLEMENTATION	Create a plan for implementation and business model to be provided to the	Business plan/model	Read materials about: risk assessment, financial plan, operations plan,	- case studies; - videos; - theoretical concepts

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
			company.		workplan, timeframe, etc. to implement the concept	
Create a plan for implementation and business model to be provided to the company/challenger	20		Prepare recommendations on how to implement the chosen concept - risk assessment; financial plan; role and type of partners; resources, etc.	Business plan/model templates and pre-work - students do some research and ask questions to the company regarding the financial plans, marketing, operation plan, etc. to make recommendations more realistic and easy to implement.	Add necessary information to finalize the presentations	Videos, interactive and other tools to be used to create compelling presentations. Internet and primary research; talk to potential partners, competitors, etc.
Prepare for presentation	21		Prepare the final presentations	Structure information and recommendations using interactive tools.	Finalize presentations	Videos, interactive and other tools to be used to create compelling presentations.
Practise how to present in a professional manner	22		Presentation to the company: the company representative	Presentations prepared by each team. Selection of winning	Self-reflection on what went well, wrong or could be improved in terms	

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
			<p>spends one hour with each team. Each team presents the final presentations with recommendations for solution/ innovation concept to the company. The company chooses the winning team.</p>	<p>concept and team; Feedback by the company to each team.</p>	<p>of content, media and other elements of the presentation.</p>	

Activities Before session	Session	Topic	Contents	Activities During the session	Activities After Session	Resources
<p>Prepare feedback session by each mentor and provide recommendations by the company for the teamwork, workflow, etc.</p>	<p>23</p>	<p>Feedback session</p>	<p>Each team looks back at all of the activities and prepare a presentation on what teams did and learnt.</p>	<p>Feedback discussions, surveys, peer evaluation, mentors' and trainers' evaluation. Games and self-reflection.</p>	<p>Have one-to-one meetings with each team and peer-to-peer feedback with their mentor to reflect on what's done and how the team evolved; the mentor provides feedback to each team member with recommendations and what could be improved.</p>	