



Academic Year 2022-2023

Syllabus

Management of Innovation

CFU 6

Corrado Cerruti and Natalia Marzia Gusmerotti

### **Course Description**

The course explains what innovation mean and how companies are managing the innovation process. The course provides an overview of the basic innovation management frameworks and then focus on the analysis of the business model innovation and on the role of IT and sustainability in driving innovation.

The innovation management concepts are put in practice with the support of a practice-based innovation management comprehensive model.

The focus of this course is on developing pragmatic and action-oriented analytical skills supported by a mix of innovation management standard framework coupled with illustrative cases and managerial tools. The objectives of the course are:

- to develop an understanding of the innovation management process;
- to understand and apply the analytical tools and lenses used by managers for moving innovation projects throughout the organization into the market;
- to understand how and why innovation decisions are taken;
- to assess the role of IT systems and evaluate the strategic impact of new technologies;
- to assess the role of sustainability as a driver of innovation.

### **Learning Objectives**

#### **Knowledge and Understanding**

Know the basics concepts of innovation management and understand the different elements required in order to successfully implement innovation within organization. Know the role of IT and sustainability as driver of innovation and understand the digital transformation process.

#### **Applying Knowledge and Understanding**

Understand the basics concept of innovation management and follow all the main steps for managing an innovation process through a structured Design Thinking approach.

#### **Making Judgments**

Understand how and why the innovation process is managed and apply judgement in the business cases analysis using a practice-based framework.

#### **Communication Skills**

Summarize and present an innovation plan

#### **Learning Skills**

Analysing critically innovation projects and discuss the key steps in their implementation path

#### **Teaching Method**

Academic classes based on textbook & articles, plus simulations and web materials. Case studies will be discussed for going closer to practice

## Schedule of Topics

Topic 1	Key issues in innovation management process
Topic 2	Develop an innovation strategy framework
Topic 3	Understand Business Model Innovation
Topic 4	Learn from the market and the partners
Topic 5	Build effective implementation mechanisms
Topic 6	Build innovative organization
Topic 7	Design thinking and customer journey (in support of Ekipa project – not in the written exam)
Topic 8	Agile project Management and scrum (in support of Ekipa project – not in the written exam)
Topic 9	Sustainability and the Circular Economy as drivers of innovation
Topic 10	Innovation for sustainability and sustainable business model innovation
Topic 11	Sustainable innovation strategies: Group work I
Topic 12	Sustainable innovation strategies: Group work II

Topics 1-8 are taught by Prof. Corrado Cerruti and topics 9-12 are taught by Prof. Natalia Marzia Gusmerotti.

### Textbook and Materials

Attending students are required to study the slides and selected readings (available on the course webpage)

Non-attending students, in addition to slides and selected readings, have to prepare four chapters of the textbook: J. Tidd, and J. Bessant, *Managing Innovation. Integrating Technological, Market and Organizational Change*, John Wiley & Sons Ltd, 2018 (6<sup>th</sup> edition), namely

3. Building the Innovative Organization
4. Developing an Innovation Strategy
7. Innovation Networks
8. Decision Making Under Uncertainty

### Assessment

The assessment is looking both at the knowledge of the theoretical models and at the capability to use these models to analyse the business cases.

For attending students, the assessment is based on:

- a written test made of four open questions from the slides and the readings (50% of the final mark)
- a group assignment on innovation for sustainability - Ekipa project (40% of the final mark)
- a group assignment on innovation for sustainability - class assignment (10% of the final mark)

For non-attending students, the assessment is based on:

- a written test made of six open questions (100% of the final mark). Three questions will be on the textbook and two questions from the readings.

In case a student who is doing the group assignments **do not reach the 80% attendance in class** as required to be full attending student, he/she will maintain his/her evaluation as to the assignments while will have to take the written test as a non-attending students (meaning six questions on a more extended programme), however such a written test will weight only 50%.

### Office hours

On demand – to be booked by e-mail or directly at:

[https://docs.google.com/spreadsheets/d/1sCUxnrIKRhdLN1\\_C-AuuIFPIJMpKRjYrUFIa0SBKpCA/edit#gid=0](https://docs.google.com/spreadsheets/d/1sCUxnrIKRhdLN1_C-AuuIFPIJMpKRjYrUFIa0SBKpCA/edit#gid=0)

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