

# COURSE GUIDE



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- MB-MANCHAN-15                      2016 - 2017
- Term A, C
- 5 EC
- Minor Globalizing Business
- Full time
- Lecturers: Evert Baarspul, Menno de Lind van Wijngaarden

- Course Coördinator: Evert Baarspul, evert.baarspul@hu.nl
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## Managing Change and Innovation

## Minor Globalizing Business

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## Contents

1	Course Description	3
2	Course Goals and Learning Objectives	3
3	Place in the Curriculum and Related Courses	3
4	Study Burden	4
5	Pre-requisites	4
6	Exemption Possibilities	4
7	Competencies	5
8	Didactic Forms	5
9	Assessment	6
10	Course Material and Literature	6
11	Course Evaluation	6

# 1 Course Description

Contemporary organizations face change on an increasing scale. This course will elaborate on how to manage change in organizations. Innovative capabilities of organizations can be managed too. In this course the latest insights in this field will be discussed. Businesses that fail to innovate will run the risk of losing ground to competitors, losing key staff, or just operate inefficiently. Innovation will help business discover new opportunities, now or in the future. Innovation helps organizations to stay ahead.

# 2 Course Goals and Learning Objectives

## General learning objectives

### The student:

- Is aware of the recent developments in innovation in business and literature
- Understand the importance of innovation to business
- Can describe the activities in organizations to foster innovation
- Understands the role business models play in organizations
- Analyse different types of innovation in terms of business impact
- Understands the innovation process
- Recognize the various innovation strategies and determine the appropriate circumstances in which to use them

# 3 Place in the Curriculum and Related Courses

## Place in the Curriculum:

This course is an obligatory regular part of the minor Globalizing Business. It is a course for

students with high interests in innovation in business. The student has an interest following the latest trends in business management.

Related Courses:

- Topics in International Business
- Consultancy
- Business in Society
- Global Management Project

## 4 Study Burden

Total study burden in hours per student = 5 EC (European credits);  
28 hours x 5 EC course = 140 hours.

Workshops (6 weeks x 2 x 120 minutes):	24
Self study; reading:	24
Assignments:	92
<b>Total hours:</b>	<b>140</b>

## 5 Pre-requisites

Basic knowledge of: Business, Marketing, Management & Organisation, International Economics, Management Skills, Research Skills, presenting and report writing.

## 6 Exemption Possibilities

Generally, not applicable.

# 7 Competencies

## - Professional Competencies (Knowledge, Skills, and Attitude)

**International Business Awareness.** *The ability to evaluate patterns and trends in (international) companies and markets, elaborate further on the theory and practice of international strategies. The ability to identify competitive advantage and strategy. The student is aware of recent international developments in specific regions.*

**Intercultural Adaptability.** *The student can identify dimensions of business culture and human resource. He can indicate the importance of the viable (international) relations of a company within the total value chain.*

**International Strategic Vision Development.** *The ability to recognise trends and the consequences they could have for the vision and (internationalisation) strategy.. He can assess the consequences of a company strategy for the evaluation of management options.*

**Entrepreneurial Management.** *The ability to independently take actions and risks to create opportunities for both existing and new products/services in the market. To ability to write and defend a business plan for a company.*

## - Generic Competencies (Task Oriented)

**Creative Problem Solving.** *The ability to take several aspects of the problem into account with a broad view. The ability to find solutions that are less predictable and cannot be derived directly from the tools given*

**Analysis and Information Processing.** *To be able to work in a more complex situation and to systematically execute a research, report on the findings and to translate them into useful conclusions. To use theoretical concepts and the ability to translate these concepts into an information need.*

**Planning and Organizing.** *The ability to independently make a realistic and effective planning and to determine the required time, actions, tools and priorities in relation to the activities of others.*

# 8 Didactic Forms

Workshops, teamwork, lectures, discussions, assignments and different reading materials.

PLANNING MCI		Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	FALL BREAK	Week 7
		5-9 Sept	12-16 Sept	19-23 Sept	26-30 sept	3-7 Oct	10-14 Oct		24-28 Oct
Evert	Topic	Introduction & Managing managing	Managing structures	Managing communication	Visit innovaton hotspot	Managing diffently	Managing teams & yourself		Final presentations
YOU									
Menno	Topic	Innovation vs. invention	Radical vs. gradual	Innovation & organization	Innovation strategies	Funding innovation	Managing inno- vation and networks		Final presentations

## 9 Assessment

Type of Assessment	Weight	Min. Mark
Assessment	100%	5,5

Which consists of:

- 1 MCI portfolio (individual & group work)**
- 2 Visit an innovation hotspot**
- 3 Case analysis (individual report)**
- 4 Mini TED talk about case study (individual video clip)**

## 10 Course Material and Literature

All material used will be provided on SharePoint: <https://cursussen.sharepoint.hu.nl/fem/20/MB-MANCHAN-15>

Literature used in this course:

'Technology transfer across organizational boundaries: absorptive capacity and desorptive capacity', Lichtenthaler, U., & Lichtenthaler, E. (2010). California Management Review, 53(1), 154–170.

HBR 10 Must Reads on Change - Kotter Leading Change  
Meeting the Challenge of Disruptive Change – Christensen  
The Future of Management by Gary Hamel  
Leading Change by John P. Kotter  
Accelerate! by John P. Kotter  
The Innovator's Dilemma by Clayton Christensen  
Blue Ocean Strategy by Kim & Mauborgne  
Strategy Maps by Kaplan & Norton  
Innovation to the Core by Skarzijnski & Gibson  
The Lean Enterprise by Owens & Fernandez

## 11 Course Evaluation

Evaluation of the course and assessment will take place at the end of the block by the management and the minor coordinator