



Leading Innovation, Transformation, and Organizational Renewal

Course Outline

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COURSE OVERVIEW

Course Name:	Leading Innovation, Transformation, and Organizational Renewal (ID: 81.00016)
Degree Programmes:	(1) Master BWL (2) Master Wirtschaftswissenschaften (3) Master Wirtschaftsingenieurwesen
Lecturer:	Prof. Dr. David Antons
Contact:	Nicole Hartwich (hartwich@time.rwth-aachen.de)
Location and Time:	Kackertstraße 7, B037 (3011 037) (B037) Fridays, 8:00am to 12:15pm, 6 sessions (18 October, 25 October, 8 November, 15 November, 22 November, 29 November)
Content Description:	This course provides a case- and/or research-based introduction to leading innovation and strategic renewal. This involves revisiting some of the foundational concepts and debates in leadership of innovation and organizational renewal and examining key strategic decisions at the heart of innovation management and renewal. As part of this course, participants will have the opportunity to become familiar with case studies and/or research papers related to these topics. Sessions will comprise a mixture of flipped classroom lectures with extensive introductory learning videos, paper discussions and student presentations or debates. Please note, that a detailed course outline and reading list will be made available online and in Moodle ahead of the first session.
Qualification Objectives:	After participating in this course, students should be in a position to: (1) understand and critically reflect upon key concepts and theories in leadership of innovation and strategic renewal, (2) understand and critically discuss conceptual and empirical research papers on leadership of innovation and strategic renewal, and (3) analyse and develop adequate solutions to some of the practical challenges of leadership of innovation and strategic renewal.
Literature:	See below. All papers will be made available in Moodle ahead of the session.
Course Examination:	The final grade can be composed as follows: <ul style="list-style-type: none"> • Option A: Colloquium & presentation (50%, graded) and paper (50%, graded) • Option B: Colloquium & presentation (50%, graded) and examination (50%, graded, 75min.) • Option C: Examination (100%, graded, 75min.) The exact form of examination (A, B or C) will be announced at the start of the course. Unless announced differently, option B applies.
Participation Requirements:	(1) Solid command of English (2) Willingness to engage in preparatory readings of case studies and/or research papers
Group Size:	50 participants (max)
Workload:	30 hours of lecturing 120 hours of individual and group preparation
Type of Teaching Event:	Classroom sessions are likely to comprise a mixture of interactive lectures, case/paper discussions and student presentations.
Language:	English
Credits:	5

1 COURSE ORGANISATION

The course comprises six four-hour sessions, five of which will be subdivided into three parts consisting of (1) an interactive lecture, (2) case study discussion and (3) two student presentations of journal articles. The order and duration of these elements might vary between sessions. The table below depicts the preliminary schedule.

Preliminary Schedule for Leading Innovation, Transformation, and Organizational Renewal

#	Date	Time & Place	Session Title
1	18.10.2019	08.00-12:15 B037 (3011 037)	Scoping the need for innovation at the organizational level
2	25.10.2019	08.00-12:15 B037 (3011 037)	Developing an innovative organizational mindset
3	08.11.2019	08.00-12:15 B037 (3011 037)	Comprehending top executives and innovation
4	15.11.2019	08.00-12:15 B037 (3011 037)	Understanding leadership for innovation
5	22.11.2019	08.00-12:15 B037 (3011 037)	Managing errors in organizations
6	29.11.2019	08.00-12:15 B301 (3011 301)	Realizing the humanity of leaders

This course will be managed via the e-learning platform Moodle. All lecture slides, student presentation slides and readings will be deposited here. In addition, we will communicate all important pieces of information (e.g. pptx-Template, group allocation, room changes, course and exam preparation) only via Moodle. It is hence essential for you to sign up for our Moodle course by 16/10/2019 at the very latest. If you register after that date, we cannot guarantee that we will be able to assign you to a group.

All lectures, discussions and student presentations will be in English language. As for the final exam, questions will be formulated only in English, and students should answer in English.

The final grade is very likely composed of the two following elements (Evaluation Option B):

- (1) Student presentation in groups: 50 percent
- (2) Individual written exam: 50 percent

A maximum of 60 points can be obtained for each of the two elements. The final points and grade is the weighted average of the elements (and you need 50 percent of all points to pass).

Note for Master W-Ing students: In addition to the aspects above, according to ÜPO §10 (8) and the program-specific regulations (fachspezifische PO for M.Sc. W.Ing.) §9 (2) all industrial engineers have to pass each of the examination elements individually.

2 GROUP ASSIGNMENT AND CASE DISCUSSION

A key component of this course is the group assignment and the case discussions in class. Jointly, they will count for 50 percent of your final grade. As for the case discussions, it is essential for all course participants to carefully read the case at home being ready to discuss the questions listed in the session description below.

As for the group assignment, each student will be assigned to a group typically consisting of three to five members. Each group will be asked to present and critically discuss one academic paper in class. Each paper addresses an important phenomenon in the sphere of innovation, transformation, and organizational renewal. Papers can be conceptual or empirical have been published in leading peer-reviewed journals.

In class, 30 minutes will be allocated to each group, of which 20 should be used for the group presentation and 10 for a discussion with the audience. You should support your presentation with up to 20 PowerPoint slides. When preparing your slides, you need to use the PowerPoint template that is available for download in Moodle. The final slides and a one page summary (bullet-points) need to be uploaded at RWTHmoodle or sent to hartwich@time.rwth-aachen.de by 4pm on the day BEFORE your presentation in both pptx and pdf format. You will also need to save both files on a memory stick and bring it with you to class along with a printout of your slides. The language for the presentation and the discussion with the audience is English.

Groups will be formed by the lecturer and students will be informed about their group composition via Moodle by 18/10/2019, provided they have signed up for the Moodle course by 16/10/2019. To offer some support during the preparation of your paper presentation, each group is entitled to an optional 30-minute coaching session with Nicole Hartwich, which will take place in the premises of the Technology and Innovation Management Group (TIM).

We would like to stress that your paper discussion needs to go beyond simply summarizing the content of your assigned paper. Rather you are asked to engage with it critically by discussing its strengths and weaknesses as well as its contributions to our understanding of key aspects of innovation, transformation, and organizational renewal.

A sample structure of your presentation might look like this:

- (1) Introduction
- (2) Paper Description
 - Research Question
 - Conceptual Framework
 - Research Design
 - Contributions to strategic technology management research and practice
- (3) Paper Discussion
 - Strengths
 - Weaknesses
 - Possible Refinements and Extensions
- (4) Conclusion

3 COURSE EXAMINATION

The exam for this course, counting for 50 percent of your overall mark, is likely to be structured as follows (obviously, only the structure announced on the exam day will apply):

Part 1: LEADING INNOVATION RESEARCH

- Max. 30 points - probably two questions with up to three sub-questions each
- Explanation, illustration and/or application of key concepts, theories and tools

Part 2: LEADING INNOVATION PRACTICE

- Max. 30 points – short case study with probably three sub-questions
- Application of theoretical knowledge to particular case scenario (Need to analyse scenario using the knowledge acquired during the course in an attempt to propose thoughtful recommendations for managerial action)

A maximum of 60 points can hence be obtained. A minimum of 30 points will be required to pass the exam. The individual written exam will be formulated in English language and students should answer in English. The exam is currently scheduled to take 60 minutes. Besides non-electronic dictionaries (e.g. German- English) no other aids are permitted.

We hope you will enjoy the course and look forward to working with you!