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**Warsaw School of Economics**

**and**

**Lake Forest Graduate School of Management**

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***“Polish-American Innovation Management Postgraduate  
Study Program”***

<http://www.sgh.waw.pl/podyplomowe/innovation>

**II edition: October 2011 Start Date**

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**Course Content**

## **PHASE 1 – THEORY & STRATEGY**

**Offered by: Warsaw School of Economics in Warsaw**

### **Economics of Innovation (28 hours)**

- The Changing Nature of Competitiveness: the Role of Technology and Innovation (technological revolutions, the influence of innovation on economic development, statistical indicators measuring innovation performance of the country)
- Theories of Innovation; Models of innovation (linear, non-linear, etc.)
- Different types of innovation: product innovation, process innovations, organizational innovation, marketing innovations, innovation in services, user-driven innovation
- Innovation and entrepreneurship
- Innovation strategy (the scope of innovation strategy, technological competencies, success factors for innovation)
- Diffusion of innovations; theory and practice of processes of technology transfer: commercialization of technology, intellectual property rights
- Interactive learning and networks of innovation
- Technological forecasting (the Delphi technique, technological opportunities analysis, foresight)
- The role of clusters for innovativeness and competitiveness
- Public policy (EU Lisbon Strategy, innovation policy in Poland; regional innovation strategies; international comparisons – US example)
- Globalizing change (joint production vs. co-production; technology sharing and consortia; global new product launch)
- Financing innovation activity (structuring, valuation, risk management, type of financing)
- Structuring (Rationale for Project Financing; Structuring the Project Company; Corporate and project finance combinations)
- Valuation (Basic Techniques of Project Evaluation ; Analysis of Project Viability)
- Risk Management (Break – even Analysis; Sensitivity Analysis; Option Techniques)
- Financing (Equity or Debt; Private and Venture Funds; Issuing Stocks)

## **Offered by: Warsaw School of Economics in Warsaw**

### **Strategy & Marketing (18 hours)**

- The importance of strategic management; the process, content and context of strategic management.
- The purpose of the organization, stakeholder expectations, cultural context, mission, objectives and strategic intent.
- Corporate strategy versus business strategy.
- Internal resource audit, analysis of capabilities and core competences, adding competitive value, value chain and value system, analysis of human, financial and operations resources.
- Types of organization structures, centralization versus decentralization, organizational configurations.
- Analysis of the general and competitive external environment and of the customers and markets.
- Corporate versus business performance, sustainable competitive advantage, a learning organization, strategic alternative performance measures.
- The nature of global competition, the development of the global business, global strategies, managing a global company ethnocentric, polycentric or geocentric orientation.
- Development, evaluation and selection of strategies (organizational strategies that include innovating, technology fusion, competitive response to technological threats, technology roadmaps).
- R&D management (basic vs. applied R&D, R&D efficiency, capitalizing on R&D, integrating R&D and the organization).
- Global marketing strategies: standardization versus adaptation.
- Marketing of innovation, market segmentation for new product, new product positioning, new product development and design (marketing aspects), pricing strategy, new product launching and diffusion, distribution and communication strategy for new product. New product decision for international markets.

## **PHASE 2 – IMPLEMENTATION & LEADERSHIP**

**Offered by: Lake Forest Graduate School of Management in  
Chicago**

**72 hours of integrated and experiential instruction (case studies, team presentations and activities, videos, and simulations).**

### **Organizational Context of Innovation**

**(24 contact hours – including company visits)**

- **Pre work**
  - Innovation Assessment
  - Individual Back Bay Battery Simulation runs
  - Individual Presentation Preparation
- **Review**
  - Economics of Innovation
  - Strategy & Marketing
  - Course Requirements and Expectations
    - “Connections” Paper on Sustaining Types of Innovation
    - Team Formation
- **Systems Approach to Innovation (Models and Structures)**
  - Individual, Team, Organization, and Environment
  - Spectrum of Innovation across Organizations
  - Visioning, Discovering and Orchestrating Innovations
- **Types of Innovations (Sustaining and Disruptive)**
  - Classifications
  - Organizational Obstacles
  - Outsourcing Impact

- **Innovation Strategy and Ecosystems**
- **Introduction to Uncertainty and Risk (Chaos)**
  - Difference
  - Approaches
  - Strategy under uncertainty
- **The S Curve Concept**
  - Lessons
  - Case Study
  - Jumping the Curve
  - Team Runs of Back Bay Battery Simulation
- **Scenario Planning, Resource Allocation, and Decision Making**
  - Thinking Backward from the Future
  - Concepts
  - Methodology
- **Team Simulation Run – Back Bay Battery**
- **Practicum**
  - Visits to Chicago Companies and Organizations
  - Panels and Guest Lectures by Chicago Innovation Leaders
  - Simulation Report and Presentation

## **Discovering Innovations - Ideation**

**(24 contact hours – including company visits)**

- **Team Work in Innovation**
  - Stages of Development - Tuckman
  - Handling Conflict
  - Success Criteria
  
- **Altering Perspectives to Discover Innovations**
  - Brainstorming for Ideation within a group
  - Brainstorming under time and other constraints
  - Divergence and Convergent thinking
  - Brainwriting
  - S.C.A.M.P.E.R
  - TRIZ
  - Mindmapping
  
- **Neuroscience of Leadership**
  - Mind set exercises
  - Discussions
  - Behavioral Orchestrations
  
- **Practicum**
  - Interactive Workshops
  - Visits to Chicago Companies and Organizations
  - Panels and Guest Lectures by Chicago Innovation Leaders

## Orchestrating Innovation

(24 contact hours – including company visits)

- **Technical vs. Adaptive Challenges to introducing innovations**
  - The Leader of the Future
  - Personal leadership skill development
  - Politics, Difficulties, Opposition and Work Avoidance
- **Approaches to Implementing Disruptive Innovations**
  - Innovator's Solution
  - White Space
- **Approach to Financial Approval (Receiving Buy-in )**
  - Innovation Killers
  - Systemic approach to risk and return (Sirkin's Payback)
- **Ethics and Innovation**
  - Enron Case – Innovation Corrupted
  - Class discussion
- **Implementation Concepts**
  - Knowing Doing Gap
  - Tipping Point
  - Diffusion of Innovation (Review)
- **EIS Simulation**
- **Practicum**
  - Visits to Chicago Companies and Organizations
  - Panels and Guest Lectures by Chicago Innovation Leaders

## **PHASE 3 – PROTECTION & MANAGEMENT**

Offered by: Warsaw School of Economics in Warsaw

### **Management of Intellectual Property Rights (IPR) - (18 hours)**

- The Economics of Intellectual Property (IP)
- Investment in research and development – the economics of public goods
- Game theory applied to Intellectual Property analysis
- The value of R&D and Patents
- Sourcing Technology or in-house development
- Different types of Intellectual Property Rights (IPRs):
  - Patents (patent system, patent rights, process of acquiring a patent, patent specifications),
  - industrial designs
  - trademarks
  - copyrights
- Antitrust laws and Competition Policy
- Using Patent Information
- Individual Inventions, Workplace Inventions and Joint Inventions
- Intellectual Property Rights (IPRs) in the Global Economy
- Corporate strategies for management of Intellectual Property Rights (IPRs)
- Negotiating IP transactions
- University research and forms of technology transfer

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**International technology transfer (8 hours)**

- International technology transfer as a diffusion of technology from the place of its introduction to other markets around the world
- The role of technology transfer in economic development
- Theory and evidence on International technology transfer
  - the sequence of activities that constitute the transfer process
  - the relationship between assimilating foreign technology and developing indigenous capabilities
  - organizational options available to transfer technology
  - external factors that affect the development of technological capabilities
  - policies that governments can adopt to promote technology transfer
- The internalization of the exchange process within multinational firms
- Mergers and acquisitions
- Regulation of technology imports and exports
- International technology diffusion through patent applications
- TRIPS and international technology transfer
- The impact of international production on technology transfer and trade pattern