

# Syllabus

## Innovation Imperative

- **Instructor:** Achilles Georgiu (See last page for bio sketch)  
Tel: +36 70 375 8903 (mobile)  
E-mail: [GeorgiuA@ceu.edu](mailto:GeorgiuA@ceu.edu)  
Office: N13/511  
Office hours: 1 hour before or after the class meets, upon prior agreement
- **Credits:** 1.5
- **Term:** Fall 2017-2018
- **Course level:** MA/MSc
- **Prerequisites:** No prerequisites

## Course Description and Objectives

Ten years have passed since the global financial crisis. After the initial cost cutting period and because of the emergence of the 3rd platform technologies every organization has started their digital transformation. Technologies are now creating a wave of industrial and economic disruption. Digitization of the business will not be enough in the future, we need to digitally reinvent our enterprise in order to succeed in this disruptive environment. We need to fundamentally reimagine how our organisation operates and how it engages in the new business environment. Winning the battle is not a standalone fight any more. Living in ecosystems are inevitable as they are reshaping not only the enterprises but industries or even economies. Orchestrated ecosystems will help organisations access new markets, develop new engagement models and expand their existing capabilities. New customer experience is at the core of digital reinvention and because of that forward thinking organisations are developing experience-based strategies by bringing the customer back to the centre of their universe.

Today we can already see some results of these changes. We can see which companies have taken good or bad strategic innovation steps, which innovation imperatives work and which do not. The goal of this course is to examine these few years backwards in order to better understand the near future. Our scope is not to explore the emerging technologies, that is the primary objective of our Digital Transformation course but to understand the interplay between technology and management since this is the only way to be successful in innovation.

This course is strategic in nature and asks the student to think big and develop ways to have impact. It focuses on the pervasive need in the modern economy to leverage modern innovation in order to maintain overall competitiveness and make a difference. Important aims of this course also include learning how to recognize and selectively employ the diverse ways modern enterprises access innovative and entrepreneurial capabilities.

There is also a twist in the learning process. Instead of inviting C-level people from the dominant players to present their approach, students will form small groups and investigate each company assessing their strategic imperatives and innovation activities. The result will not only be presented in class but our intention is to present in front of the guests representing the specific company and put a mirror in front of them showing them how we can see their actions from outside. A debate discussion will follow...

## Learning outcomes

<b>Core Learning Area</b>	<b>Learning Outcome</b>
Interpersonal Communication Skills	Able to communicate complex business subjects in a succinct but sophisticated fashion. Students will improve their written and verbal skills in articulating and supporting innovation strategies.
Technology Skills	Integrate technology and business thinking.
Cultural Sensitivity and Diversity	Students will have increased understanding and acceptance of diverse viewpoints.
Quantitative Reasoning	Enhance blending quantitative and qualitative reasoning.
Critical Thinking	Students will be encouraged to be creative and professional in dealing with a range of business issues and challenges.
Ethics and Responsibility	Students will be asked to consider the ethical implications of innovation.
Management Knowledge and Skills	Enhance ability to practice sophisticated integration of diverse approaches and to create new ways to think and deal with management issues.

## Reading list

“The Global Competitiveness Report 2016 – 2017, World Economic Forum”  
<https://www.weforum.org/reports/the-global-competitiveness-report-2016-2017-1>

“The Global Innovation Index 2017 – Cornell, INSEAD, WIPO”  
<https://www.globalinnovationindex.org/gii-2017-report>

“The most Innovative Companies 2016 – The Boston Consulting Group”  
<https://media-publications.bcg.com/MIC/BCG-The-Most-Innovative-Companies-2016-Jan-2017.pdf>

“Disruptive Technologies: Advances that will transform life, business and the global economy - MGI”  
<http://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/disruptive-technologies>

## Assessment

The course grade will be based on a number of different evaluation elements.

- Individual class participation 40%
- Student Team Presentation 30%
- Final Reflection Paper 30%

<b>Grade</b>	<b>Quality rating</b>	<b>Grade points Awarded</b>
A	Outstanding	4.00
A-	Excellent	3.67
B+	Very good	3.33
B	Good	3.00
B-	Satisfactory	2.67
C+	Minimum pass	2.33
F	Fail	0.00

The instructor reserves the right to adjust the scale, that is, to grade on a "curve", should he find that significantly more than the usual number of students would not pass the course under the indicated grading scale or should the distribution of the grades represent an unrealistic pattern.

### *Individual Class participation – 40%*

40% of the grading points will be earned by a student for class participation.

Class activities include:

- Evidence of preparation,
- Contributions to class discussion,
- Bringing real life examples based on own working experience,
- Raising thought provoking questions

These points are subjective by nature. The instructor will do his best to be as fair as possible but this grading element is not open for discussions.

### *Student Team Presentation – 30%*

Student teams are asked to prepare assignments together during the course. Each study group will also be asked to prepare a presentation that comprises an analysis and assessment on the innovation strategy of a selected firm. This will take place in Session 3,4,5 and 6. Some company information and a beginning set of sources for this assignment will be provided. However, largely each study group is asked to visit the website of the firm and to conduct its own research seeking other relevant sources from the field in preparing for this assignment. Each study group is expected to offer a presentation that will last 15 minutes and then allow for another 15 minutes for discussion and questions in class together with guest representatives (preferable C-level, upon availability) from the specific company. The presentation should be given in PowerPoint or Prezi and should be handed in before the beginning of the relevant session.

### *Final Reflection Paper - 30%*

Some Student Teams are then asked to write a final reflection paper by the end of the course. The paper should include the essence of the company assessed in the previous assignment and conclusions of the discussion in class with the guests from the specific company. This paper should not exceed 15 pages (double spaced), including exhibits, figures, charts, etc. The final paper is due 7 days after the last session (Please submit via Moodle). Instructor will provide a written evaluation of the paper.

### *Academic Integrity*

The Instructor expects all students to adhere to the fundamental principles of academic integrity in any and all behaviours associated with their course work and otherwise, as stated in the CEU Honor Code (see Student Handbook). Attempted cheating of all forms is treated extremely seriously and can result in dismissal from the University.

## **Course schedule and materials for each session**

All classes will be interactive in format, and the expectation is that all students will thoroughly prepare and actively participate. A combination of lectures, debate discussion, team presentations, and written assignments will be used.

## Main Topics

- Digitally Reinvented Enterprises
- Forward Thinking Companies
- The Evolution of Global Innovation
- Experienced based Strategies
- Disruptive Innovation
- Emerging Technologies
- Orchestrated Ecosystems
- New Business Models

## Schedule

### Session #1 22nd of September, Friday

New ways of Thinking in Innovation Strategy, The Evolution of Global Innovation

Reading: "The Global Competitiveness Report 2016 – 2017, World Economic Forum"  
"The Global Innovation Index 2017 – Cornell, INSEAD, WIPO"

### Session #2 23rd of September, Saturday

The rise of Innovation Ecosystems, Digital Reinvention of Enterprises, Disruptive Innovation

Reading: "The most Innovative Companies 2016 – The Boston Consulting Group"  
"Disruptive Technologies: Advances that will transform life... - MGI"

Class discussion about dominant market disruptors: Uber, AirBnB, Amazon, Prezi, Apple

### Session #3-4 15th of October, Sunday

Group Assignments with C-Level guests: Huawei, Samsung, GE, IBM, Google, Microsoft, EPAM

### Session #5-6 5th of November, Sunday

Group Assignments with C-Level guests: Graphisoft, NNG, Talk-a-Bot, Schneider Electric, MOL

## Brief Bio of the Instructor

Achilles Georgiu is the Program Director of MSc in Technology Management & Innovation and the Industrial Director of MSc in Business Analytics program at the Department of Economics and Business in CEU. He is also a Senior Adjunct lecturer of Digital Transformation and Leadership courses at the various MSc programs of the school. Besides MSc degrees in Computer Sciences and Informatics Management, he has more than 18 years of international and multicultural experience from the field and ample knowledge of standard IT management and control frameworks with special focus on personalized human motivation, team building and performance management. He worked for several international companies and he is currently working at IBM as the Technology Support Services Director and being a Subject Matter Expert of solution sales and cross industry specializations. As an Opinion Leader, his personal objective is to burn pictures in people's mind via metaphors and visual stories in order to transform them to future e-Leaders, who understand technology evolution and the adaptation to everyday business environment. (for more: [www.georgiu.hu](http://www.georgiu.hu))

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