



**Course Title: CHANGE AND INNOVATIONS MANAGEMENT**

**Course Code: ENTR313**

**Credit Units: 3**

**Course Level: UG**

L	T	P/ S	SW/F W	TOTAL CREDIT UNITS
3	0	0	0	03

**Course Objectives:**

- This course will help the student in appreciating the role and need for innovation within an organization. The course covers the skill-sets required to develop workable solutions using creative and innovative thinking techniques.
- The course will help the students to describe and understand the concept of ‘Change Management’.

**Pre-requisites:**

The student should have an interest in Entrepreneurship and should be open to practice analytical and creative thinking techniques discussed in the class.

**Student Learning Outcomes:**

- By the end of this course, the student will be able to **foster** an environment for creativity, including dealing with obstacles to creativity.
- Graduates of the course will be able to **identify** the necessary abilities desired in a ‘Change Agent’. The students who complete this course will be able to **apply, evaluate and communicate** ideas effectively and creatively to bring about change in respective domains/fields.
- The students who complete this course will be able to **evaluate** approaches for managing and facilitating change in an organization and **explain** the importance of using a model in the change process.

**Course Contents/Syllabus:**

Module I Creativity and Innovation	Weightage (%)
<ul style="list-style-type: none"><li>• Creativity vs. Innovation.</li><li>• Models of Innovation, feasibility of Innovation &amp; Risk associated with Innovation. Innovation Process - Generating Ideas to Commercialization.</li><li>• Sources of New ideas: Consumers, existing products, distribution channel, research &amp; development; invention</li></ul>	20%

<p>and innovation Sources - university research, individual inventors, innovation communities and corporate discovery processes.</p> <ul style="list-style-type: none"> <li>• Methods/Techniques for generating Ideas –focus group, brain storming, reverse brainstorming problem inventory analysis, lateral thinking, attribute listing, mind mapping.</li> </ul>	
<p><b>Module II Introduction and leading change</b></p>	<b>20%</b>
<ul style="list-style-type: none"> <li>• Making sense of 'Change', need for change, types of change, diagnosis of and resistance to change.</li> <li>• Macro Factors causing Change: role of government., market openness (External), efficiency of fin markets, level of Tech, R&amp;D, infrastructure, management, labor market</li> <li>• Micro Environment Dynamics – cultural, social norms, education &amp; training, government policies &amp; programme, R&amp;D transfers, commercial, legal infrastructure, market openness (Internal), financial, access to infrastructure.</li> </ul>	
<p><b>Module III Change Management</b></p>	<b>25%</b>
<ul style="list-style-type: none"> <li>• Change Management Models –Lewin's Force field Analysis.</li> <li>• Kotter's Eight Step Model and Action Research Model</li> <li>• Techniques of Change Management - Total Quality Management, Business Process Reengineering &amp; Creating a Learning Organization.</li> <li>• Conflict syndrome; using conflicts as a creative force; types of conflicts; barriers to change - overcoming resistance to change; Conflict Resolution Approaches - Thomas Killman model of conflict resolution.</li> <li>• Communicating and sustaining change in the organization.</li> </ul>	
<p><b>Module IV Innovation Rewards and Challenges</b></p>	<b>20%</b>
<ul style="list-style-type: none"> <li>• Benefits of innovation - Key to successful innovation; challenges of commercializing innovations; Challenges faced by innovators (Idea-concept-product development, test marketing, commercialization innovation).</li> <li>• Successful Innovations in Service and Manufacturing organizations.</li> <li>• Role of Technology in product, process and service Innovation.</li> <li>• Managing Innovations</li> </ul>	
<p><b>Module V Protecting the Innovation</b></p>	<b>15%</b>
<ul style="list-style-type: none"> <li>• Managing for the Intellectual Property Rights – Patents - Kinds of patents utilities and design.</li> <li>• Global Patent Rights: Process for application and other registration; Patent Infringement; Trade Marks; Copyrights.</li> <li>• Trade Secrets - Legal Norms applicable for protecting innovation.</li> </ul>	

**Pedagogy for Course Delivery:** The lectures will typically be followed by in-class exercises carried out in small groups, involving case analysis, self-assessment, and creative problem solving. A high level of student participation in the classes is encouraged, not only through team discussions, but also through sharing team ideas with the whole class. In the latter part of the semester, students will be required to use creative methods for sharing their team project findings.

## Assessment/ Examination Scheme:

Theory L/T (%)	Lab/Practical/Studio (%)	Total
100%	-	100%

### Theory Assessment (L&T):

Continuous Assessment/Internal Assessment						End Term Examination
Components (Drop down)	Class Test	Case Discussion	Home Assignment	Viva	Attendance	
Weightage (%)	10%	5%	5%	5%	5%	70%

### Text:

- Managing Change – Adrian Thornhill, Phil Lewis- Pearsons Education
- Kotter, J.P. (1996). Leading Change . Boston : Harvard Business School Press. ISBN # 0-87584-747-1
- Innovation Management- Shlomo maital and D.V.R Seshadri, Sage Publication, ISBN 0-7619-3527-4(Pb)
- Business Innovation, Gupta Praveen, S.chand, ISBN: 81-219-2945-8.

### References

- Balogun, J. and Hope Hailey, V. **Exploring Strategic Change**. Financial Times/Prentice Hall, 2008. ISBN 0-273-68327-6.
- Business Innovations in the 21st century – Praveen Gupta-Thomson-Shore Inc
- Watzlawick, P., Weakland, J.H., & Fisch, R. (1974). Change: Problems of Principle Formation and Problem Resolution . New York : Norton. ISBN # 0-393-01104-6
- Creating Breakthrough Products- Johanathan Cagan & Craig vogel- Prentice Hall
- Change Management – Jeffrey Hiatt & Timothy Creasey

### Journals

- Harvard Business Review
- International Journal of Entrepreneurship and Innovation, IP Publishing
- Journal of Business Venturing - Elsevier
- Journal of Entrepreneurship in Emerging Markets, Emerald
- Technology, Innovation, Entrepreneurship and Competitive Strategy, Emerald
- Emerald Emerging Markets Case studies, Emerald
- Entrepreneurship Theory and Practice (ET&P), Wiley
- Asia Pacific Journal of Management (APJM), Springer