



# Leadership and Innovation in Complex Systems

## Module 2: The Business of Innovation

Spring 2016

### Master in Leadership and Innovation in Complex Systems (LAICS)

In this module of the LAICS Programme we focus on what it takes to make innovation happen from a business, communication and power perspective. We look at the challenge of developing the business plan and how to take it through the organisation to implementation. We practise how to navigate with internal and external stakeholders. Finally we work with how the physical and mental environment relates to succeeding with innovation.

#### Aim

This module introduces analytical tools, models and approaches enabling the students to turn innovation into business. The module provides knowledge on complexity theory, diversity, communication and discursive power processes. It examines the impact of mental space and physical environment on creativity, innovation and leadership.

#### Competencies

Upon completion of Module 2 the student will be able to:

- demonstrate ability to apply theories and models from the module in the analysis of empirical issues using own examples or cases.
- analyse and discuss complexity theories in organisations.
- communicate the findings from a theoretically informed analysis of innovation challenges.



## Content

- New business models and strategies for innovation.
- Theories of complexity, diversity, power and communication.
- Physical and mental spaces for innovation.
- Prototypes and roadmaps of innovation process.

## Learning and Teaching Approach

The module examines innovation and leadership from a 'real-world', practice-based perspective. The learning and teaching approach emphasizes engaging intellect, senses, emotions and body as well as artefacts through:

- Residential seminars
- Group work
- Self-study
- Peer-learning
- Experiential problem-based learning
- Playful learning
- Arts-based learning
- Lectures
- Reflection and Learning Journals

## Structure

LAICS Module 2 consists of three seminars each lasting 3½ to 4 days:

SEMINAR 1: The Practice of Innovative Business Development (3-6 February)

SEMINAR 2: Complexity, Communication, Diversity and Innovation (2-5 March)

SEMINAR 3: Mental and Physical Space for Innovation (4-7 April)

Each seminar is followed by a period where the participants complete assignments, work in groups and participate in virtual dialogue with the faculty. The module is taught in English. All discussions, assignments and exams, both virtual and during workshops, will be in English.



## Faculty

Susanne Justesen Associate Professor CBS, Daniel Hjorth Professor CBS, Bettina von Stamm Director Innovation Leadership Forum and Visiting Professor at prestigious universities worldwide, Mikkel Flyverbom Associate Professor CBS, Ralph Stacey Professor of Management Business School of the University of Hertfordshire, Lotte Darsø Associate Professor DPU/AU, Marie Kirstejn Aakjær Ph.D., Assistant Professor UCSj, Ariane Berthoin Antal PhD Director Research Unit "Innovation and Organization" Wissenschaftszentrum Berlin für Sozialforschung (Social Science Research Centre Berlin), Peter Coughlan Ed.M., Ph.D. Bainbridge Graduate Institute, Seattle and formerly IDEO, Palo Alto, USA.