

Intrapreneurship and Management of Innovation Projects



Master in Business Engineering
Master in Management

Intrapreneurship



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Introduction

Wishing a different approach to undertake your master?

Decided to dive into the "real world" of businesses for a long period of time in order to mark your footprint?

Determined to assert your negotiation skills, your persuasion, your intelligence in action through the management of a strategic project?

Prepared to revise your copy several times, to constantly integrate new elements, to pay attention to the context that surrounds you?

Ready to take control of a project with many challenges?

So... the specialization "Intrapreneurship and Management of Innovation Projects" is made for you!

This action-training program is focused on the management of a strategic project – i.e. a project with multiple components and challenges - in an enterprise in a variety of areas (finance, information systems, human resources, marketing, supply chain, etc.).

Based on an "inductive" approach using "problem-based learning" dynamics, this program includes a full year of alternation "Enterprise – University" for a better articulation between academic and professional requirements.

Objectives

- Carry out a real innovation project within an enterprise during an academic year;
- Deepen the understanding and the management of a particular topic submitted to innovation and change (the content of the strategic project);
- Mobilize diagnostic tools of the context in which this project fits (strategic audit, organizational audit, audit of information systems, financial audit, marketing audit, etc.);
- Discover and use tools related to the innovation and change process (project management, change management, communication, etc.);
- Develop "soft skills" related to personal development: a sense of initiative, ability to work in a team, strategic thinking, critical mind, negotiation skills, etc.

Job Prospects

This training should enable graduates to manage strategic projects as well as to manage the dynamics of innovation and change within many different organizations. The trades cover all management areas, in positions with high responsibilities, but also the areas of auditing and consultancy.

Strengths

- **Program based on an in-depth collaboration "Enterprise – University"**: 4/5 time of presence in enterprise - 1/5 time of presence at HEC Liège;
- **Action-training program** focused on the management of strategic projects and innovation dynamics;
- Development of **specific skills in terms of knowledge and know-how** like the mobilization of diagnostic tools studied in previous courses as well as the discovery and implementation of specific tools related to project management and change management;
- Development of **«soft skills»**: sense of initiative, teamwork, critical mind, strategic thinking, personal development, etc.
- **Close Supervision and Coaching** of students by a team of academic and professional experts (mentoring - coaching).

They welcome Intrapreneurship students:

Anheuser-Busch, Arcelor Mittal, BAM Wallonie, CE+T Power, CMI, Corman SA, Eloy Prefab, Etilux, Eurogentec SA, Ferrero Ardennes SA, Joskin SA, Inbev SA, ISO SL, Liège Airport, Mac Valves Europe Ing, Microsoft, Mithra Pharmaceutical, Nomacorc SA, PFS Web, Radermecker SA, Sage SA, ShurLok International, Techspace Aero, Tilman SA, etc.

Program

The specialization in Intrapreneurship and Management of Innovation Projects relies on compulsory courses in business engineering or management and then proposes specialized courses, skills portfolio workshops, an immersion in a company and the realization of a master thesis in connection with the project managed by the student, all of which spans a period of two years. Registration for this specialization is based on an application because the enrollment is limited.

YEAR 1

Compulsory courses in

Business Engineering or Management (45 credits)

+

Intrapreneurship and Management of Innovation Projects

- . Innovation Project Definition and Development (Partim I)
- . Topics in Advanced Management

Choose one course among:

- . Strategy and Business Model Generation
- . Organizational Performance Assessment

YEAR 2

Compulsory courses in

Business Engineering or Management

+

Intrapreneurship and Management of Innovation Projects

- . Innovation Project Definition and Development (Partim II)
- . Strategic, Organizational, and Information System Audits
- . Project and Change Management
- . Consultant Roles and Responsibilities
- . Creativity and Design
- . Master Thesis
- . Skills Portfolio

The contents of the specialization are briefly described in the following pages. Full pedagogical mission statements are available on the ULg website (http://progcourses.ulg.ac.be/cocoon/programmes/G2UGES01_C.html#3494067) and on the Lol@ platform used by HEC Liege (<http://lola.hec.ulg.ac.be/>).

INNOVATION PROJECT DEFINITION AND DEVELOPMENT

The course aims to provide the students with specific analysis tools in core management areas covered in their innovation projects (finance, marketing, HR, logistics, etc.). In this regard, the course helps students to establish a diagnosis of this function in the company and to refine the management problem to solve (development of the "content" of their project) inviting them to take a critical look at the issue. Initiated during the first year of the program (part I), this course continues in the second year of the master (part II) during which students are not only encouraged to refine their thinking and to detect transverse issues of their project but also to think about real solutions to problems encountered and to propose relevant and reasoned recommendations to guide the company in operational decision making. A thematic coaching is a set up for these issues with the help of the master thesis promoter, who ensures the academic responsibility of the "content" of the project managed by the students.

STRATEGY AND BUSINESS MODEL GENERATION

This course provides an overview and practical application of the principles and main techniques used to model the strategy and to understand the global functioning of an organization whatsoever. The course focuses on the one hand, on the modeling of the strategic operation of an organization and on the other hand, on the understanding of its internal functioning. It consists of two complementary modules.

The first module is devoted to the modeling of the functioning of an organization, with the model of the "Value Chain" to analyze its internal operation and with the model of the "Business Model CANVAS" to understand its external operation, including its division into processes and key activities. Particular attention is paid to the interrelations between the organization, its customers, suppliers and control organs.

The second module is devoted to the modeling of value-creating flows (organizational, commercial, financial, and informational flows) which pass through the life of the company, to their support by an adequate information system and to their supervision. It insists on the practical implementation of the "Value Stream Mapping" techniques and the use of suitable software for the modeling of the flows. These reflections are then interconnected to think, in a prospective logic, about adequate strategic positioning of enterprises and about the challenges of defining a suitable business model, sources of differentiation and of value creation.

ORGANIZATIONAL PERFORMANCE ASSESSMENT

This course offers theoretical knowledge and practical implementation of the founding principles of the corporate strategy and of the main techniques used to optimize the global performance of an organization, whatsoever. The course focuses on strategic management issues from a double perspective of optimizing performance and risk management (especially organizational) in the long term. It also shows which tools can be used to ensure the long-term achievement of strategic and organizational objectives. The course consists of three complementary modules, preceded by a general performance diagnostic combining an analysis of the external environment of the organization (PESTEL approach) and an analysis of its internal context (audit of the value chain and key process).

The first module is devoted to the identification of the strategy, the key success factors and business risk as well as to the analysis of their interactions through the implementation of a strategic map and a risk map.

The second module tackles the issue of long-term performance management of the organization through setting up a balanced and suitable dashboard.

The third module is specifically dedicated to the continuous improvement of business processes of the organization through the EFQM model: it allows not only to understand the internal processes, their strengths, their weaknesses and their needs in improvement but also to enter into reflexive approaches on optimizing the so-called organizational processes.

STRATEGIC, ORGANIZATIONAL, AND INFORMATION SYSTEM AUDITS

This course aims to provide students with the methodological tools they need to analyze the business context in which fits their innovation project. It also intends to give students the critical distance necessary to understand and analyze the interrelationships between the project they manage and the specific context of the host company. The course is specifically focused on three key contextual dimensions of any change projects: the business strategy, the internal organization, and the information system.

Strategically, it will include to re-familiarize oneself with conventional diagnostic tools (SWOT, strategic positioning, value chain, balanced score card, etc.) and to see how the change project is consistent with the business strategy and contributes to strengthening of it (expected impact, strategic alignment, etc.). Organizationally, the course insists on structural aspects (division and coordination of work, departmentalization and inter-unit liaison, processes, workflows, etc.) and relational aspects (identifying stakeholders, their interests, their resources, and their potential means of action, etc.); we will also seek to identify organizational issues of change projects (processes reengineering, changes in the organization of work, challenges for the actors, etc.). Regarding the information system, we seek to understand the strengths and weaknesses of the company's IS through various methodological tools (analysis of IT processes, compatibility of current applications, etc.) and to understand the challenges of the project at this level (consistency of applications, redesign of the IS, interoperability, etc.).

PROJECT AND CHANGE MANAGEMENT

The course aims to provide students with the critical mind and methodological tools needed to manage their innovation project and to manage the changes it induces. After an examination of techniques, of methodologies, and of project management tools (defining the content and objectives of a change project, working out a plan of action, phasing of the process, a Gantt chart, use of assistance software for project management, etc.), the course focuses on the issues of change management and of the human aspects associated with it (positions and interests of stakeholders directly and indirectly affected by the change project, possible resistance, unexpected reactions, etc.) as well as on the methodologies to anticipate and to better manage these aspects. In this regard, the course intends to go beyond the usual recommendations of the management literature (clarity of communication, suggestion box, training, user support, etc.) and proposes the adoption of a polyphonic management style, following principles introduced in previous courses in change management. The course intends to present in detail the polyphonic style of management (contextualizing, problematizing, enrollment, convergence, extension) and equip students so that they can apply the precepts in the management of their project.

CONSULTANT ROLES AND RESPONSIBILITIES

The course has different complementary objectives to assist students in their immersion within a company and in the conduct of their project. The course initially proposes a reflection on the role and on the position of external consultants in business context as well as on the nature of the triangular relationship "external consultant - sponsor of the project - actors of the company."

The course also examines various elements relating to the ethic and social responsibility of the consultants in corporate contexts. These reflections are refined throughout the academic year in connection with the evolutions in student's projects and in line with the change in their positions and roles in enterprise.

An in-depth coaching of the students is developed on these themes, in order to facilitate ongoing interaction that should ideally be between them, the project managers and the stakeholders. Are particularly discussed during individual coaching sessions for students, the practical arrangements for their intervention in enterprises, the development of their project, and the way they manage their relationships with different stakeholders of partner companies.

CREATIVITY AND DESIGN

The course aims to provide students with the analysis tools of the mechanism of creativity, the analysis of the functioning of our brain and the ways to promote the creative process. An analysis of the creative process of the entrepreneur and the intrapreneur, in Belgium and elsewhere, will teach to identify the key factors of success of such a business of innovation approach. A management of creativity approach in different environments will be tackled as well. Precisely, diverse tools that allow students to develop an innovative and creative thinking in the management of projects will be presented during the seminar, which is highly interactive and participative.

Student Testimonials

"The specialization of intrapreneurship consisting in completing an internship of eight months in a company in order to develop a strategic and major project was a real opportunity for me to practice various topics encountered during my university course. In addition this exciting first professional experience is an excellent compromise to get into the professional world while continuing to study. Moreover, if you want to acquire and practice soft skills such as analytical mind, communication, team work or decision making, do not hesitate anymore : this specialization is made for you !"

Lucas Godelaine, Promotion 2015-2016

"If I had to describe the "HEC Liège Intrapreneurs program" in two words, I would say 'higher & faster'! The target of this program which is leading a strategic change gives us the opportunity to start the mission really close to the top management. Normally, it would take many years but thanks to the change management perspective, we directly have a real added value for the company. At the end, you realize that you are already much further than you expected."

Geoffrey Paulus, 2014-2015

"The Master in Intrapreneurship was a stepping stone for my career. I am now Business Developer with the company who welcomed me during my last year of study. With the experience I have gained during my Master 2 and my mission in Chile, the enterprise already sent me to Vietnam, Indonesia and Singapore. My next destination is Dubai.

This Master is definitely a unique opportunity to develop valuable skills and enter immediately into the working life"

Loïc Van den Haselkamp, Promotion 2012-2013

"The specialization in Intrapreneurship was an opportunity for me to put into practice various topics encountered during my university course: audit, strategy, organization, information systems, project management, ... This choice also allowed me to dive into the reality of the professional world, to meet actors of all kinds and to see that the project you lead takes a real issue. In itself, have the opportunity to manage a change project in an enterprise, with all dynamics that this requires, represents a challenge"

Florence Raulin, Promotion 2011-2012



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http://progcours.ulg.ac.be/cocoon/programmes/G2UGES01_C.html#3494067

The number of students enrolled in this program is limited. Applications should be sent by email to the attention of the Program Manager (see documents and filing date on the HEC Liege website).

