

Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance “Human Resources and Organizational Development”

Training course for companies

Innovation Process

Course Description and Teaching Materials

KAforHR WP4 PP8

PP8 - University of Latvia, Centre for European and Transition Studies (LU CETS) in cooperation with PP9 - Latvian Chamber of Commerce and Industry (LCCI)

Compiled by Romans Putans, Dr.sc.admin. (UL CETS), Denize Ponomarjova, Ph.D. Cand. (UL CETS), Janis Tilibs (LCCI) and Liga Siceva (LCCI)

Course Description for further training - Innovation Processes.

Course code	CETS_005			
Faculty	Centre for European and Transition Studies, University of Latvia			
Field of Science:	Economics and Entrepreneurship			
Target Audience:	The course is designed as the training and targeted towards entrepreneurs and managers from SMEs – mostly for the middle and upper management representatives and HR managers and experts.			
Credit points	Compared to 2 Latvian credits (3 ECTS)			
Number of classes (ac.hours)	Total Contact	Lectures, Seminars	Guided practical experience	Individual studies
	24	8	16	48
Course annotation	<p>The study course is developed within the framework of the Erasmus+ Project “Innovative Entrepreneurs and Innovation Support for SMEs: Knowledge Alliance “Human Resources and Organizational Development”” (https://www.lu.lv/cets/research/euproject/kaforhr/).</p> <p>The course is designed as the training and targeted towards entrepreneurs and managers from SMEs – mostly for the middle and upper management representatives and HR managers and experts.</p> <p>Implementing principle: The course is conducted according to the KAIN concept - Knowledge Acquisition according to Individual Needs.</p>			
Course objective:	The training course aims to provide its participants with the set of theoretical and practical knowledge of current trends and skills in Innovation Process conduction with the focus on HR management (Talent management) for sustainable performance and succession of SME`s management.			
Prerequisites:	Basics of human resources management			
Requirements for obtaining passing the course	<p>Participation in lectures - 75%</p> <p>Participation in seminars - 75%</p> <p>Midterm knowledge check - written unassisted work (at least 60% result)</p> <p>Assessment Criteria</p> <ol style="list-style-type: none"> 1. Activity in seminars + Home assignments – 30% 2. Case study analysis and Presentation – 30% 3. Exam – 40% 			
Final examination:	Written <i>closed-book</i> exam (online)			
Participants` independent work and tasks:	Home assignments, case studies.			

Required Reading:	<ol style="list-style-type: none"> 1. Drucker P., Innovation and Entrepreneurship, Routledge, 2015, pp.3-10. 2. Shlomo Maital, Seshadri D.V.R. Innovation management: strategies, concepts and tools for growth and profit, Response Books, 2007, pp.402-510. 3. Bean R. , Radford R. Business of Innovation: Managing the Corporate Imagination for Maximum Results, AMACOM Div American Mgmt Assn, 2001, pp.109-141.
Additional suggested reading:	<ol style="list-style-type: none"> 4. Elias S., Origins of Human Innovation and Creativity, 2012 5. Juma C., Innovation and Its Enemies: Why People Resist New Technologies, Oxford University Press, 2016 6. Fitzgerald E., Wankerl A., Schramm C. J. Inside Real Innovation: How the Right Approach Can Move Ideas from R&D to Market and Get the Economy Moving, 2010 7. Muller C., Apple's Approach Towards Innovation and Creativity, 2011 8. Альтшуллер Г. Найти идею. Введение в ТРИЗ - теорию решения изобретательских задач, 2017
Other Information Sources:	See in the detailed training description below and lecturers` materials.

Outline

Topics outline of the study course:					
No.	Topic	Type of implementation	Contact ac.h.	Venue	Individual studies ac.h.
Workshop 1 – 8h (planned in September/October 2020)					
1	1. Organizational behaviour: traditional and innovative company <ul style="list-style-type: none"> Skills in labour market – the gap analyses (planned lecturer – Dr.sc.admin. Romans Putans) Innovation and creativity – determinants of today's business success. Traditional and innovative company. (planned lecturer – Mr. Vladimirs Rojenko, Ph.D.cand.) 	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
2	Leadership Company visit	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
Workshop 2 – 8h (preliminary November 2020)					
3	Talents` place in HR management process <ul style="list-style-type: none"> Skills in labour market – the gap analyses. HR learning and development. Future competences. Learning abilities. (planned lecturers – (planned lecturer – Dr.sc.admin. Romans Putans and Dr.sc.admin. Olga Leontjeva). People management for fostering innovation. (planned lecturer – Mr. Vladimirs Rojenko, Ph.D.cand.). 	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
4	Current trends in personal and professional self- and personnel development - Company visit – EiroPersonals (TBC) or 4finance (TBC)	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
<p style="text-align: center;">In between 2nd and 3rd workshop participants will work on their own individual company projects identified during 1st and 2nd workshops and gained shared experience in companies` visits. The results of the individual company projects will be presented by participants in the 3rd workshop.</p>					
Workshop 3 – 8h (planned in April, 2020)					

5	Innovation and Invention. Rewarding and Recognition. planned lecturer – Mr. Vladimirs Rojenko, Ph.D.cand.	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
6	Nonmonetary motivations to ensure employees satisfaction with workplace Company visit – Draugiem Group (TBC)	Lecture Seminar Practical experience	1 1 2	Class Class Company	8
7	Exam	Theoretical knowledge Practical knowledge	1,5 1,5	Online	
TOTAL:			27		48

Detailed contents, topics, materials, cases, companies:

Workshop 1 – 8h

1. Organizational behaviour: traditional and innovative company

1.1 Skills in labour market – the gap analyses

(planned lecturer – Dr.sc.admin. Romans Putans)

1.2 Innovation and creativity – determinants of today's business success. Traditional and innovative company.

(planned lecturer – Mr. Vladimirs Rojenko, Ph.D.cand.)

First classes of the training intends to introduce the participants to the essence, connections and importance of innovation and creativity in today's business environment. During the lecture it is also intended to explore the differences between traditional and innovative entrepreneurship, the characteristics of an innovative company, the role of creativity in an innovative company, the role of creativity in promoting competitiveness, innovative entrepreneurship risks. Participants will be offered to complete a test to assess the organisational behaviour of the company.

Main topics:

1. What is innovation and creativity?
2. What links exist between these concepts?
3. Why is creativity and innovation important in today's business environment?
4. What is innovative and traditional entrepreneurship? How are they different?
5. What are the features of an innovative company?
6. What is the role of creativity in an innovative company?
7. The role of creativity in promoting company's competitiveness?
8. What are the risks of innovative entrepreneurship?
9. How to distinguish an innovative company (test)?

Additional literature:

1. European Central Bank. 2017. How does innovation lead to growth? European Central Bank homepage.
2. Nefiodow, L., Nefiodow, S. 2014. The Sixth Kondratieff. The Growth Engine of the 21st Century. In: Grinin, L.E., Devezas, T.C., Korotayev, A.V., ed. Kondratieff Waves. Juglar – Kuznets – Kondratieff. Yearbook. Volgograd: 'Uchitel'. 326-354.
3. Nunes, P., Breene, T., 19.07.2019. Jumping the S-Curve: Beat the Growth Cycle, Get on Top and Stay There [video]. From: Harvard Business Review International Business homepage.
4. OECD. 2015. The Innovation Imperative: Contributing to Productivity, Growth and Well-Being, OECD Publishing, Paris, 15-66.

5. OECD/Eurostat. 2018. Oslo Manual 2018: Guidelines for Collecting, Reporting and Using Data on Innovation, 4th Edition, The Measurement of Scientific, Technological and Innovation Activities, OECD Publishing, Paris/Eurostat, Luxembourg, 45-58.
6. Andersen, E.S. 2009. Schumpeter's Evolutionary Economics : A Theoretical, Historical and Statistical Analysis of the Engine of Capitalism. New York: Anthem Press, 144-154.
7. Ābeltiņa A. 2008. Inovācija – XXI gadsimta fenomēns. Rīga: SIA Biznesa augstskola Turība
8. Hargadon, A. 2015. Sustainable Innovation: Build Your Company's Capacity to Change the World, Stanford University Press, 1-55.
9. Bodell, L. 2016. Kill the Company: End the Status Quo, Start an Innovation Revolution, New York: Routledge, 10-19. [see materials in e-studies!]
10. Kim, C.W., Mauborgne, R. 2005. Blue ocean strategy: how to create uncontested market space and make the competition irrelevant. Boston, USA: Harvard Business School.
11. Karsten, L. 2016. The Science of Innovation: A Comprehensive Approach for Innovation Management. Walter de Gruyter GmbH. 119-137.

2. Leadership

1.1. Case-study of KAforHR BestPractice - TYKY – maintaining the work ability and concept of work ability management

- <https://www.ilmarinen.fi/en/my-pension/rehabilitation/>
- <https://www.ilmarinen.fi/en/my-pension/rehabilitation/rehabilitation-pays-off-even-for-the-employer/>
- <https://www.keva.fi/en/pensions/diminished-work-ability/>
- <https://www.elo.fi/employer/work-ability-management-services>

3. Company visit – Leitners Ltd.

Workshop 2 – 8h

4. Talents` place in HR management process

- **Skills in labour market – the gap analyses. HR learning and development. Future competences. Learning abilities. (planned lecturers – (planned lecturer – Dr.sc.admin. Romans Putans and Dr.sc.admin. Olga Leontjeva).**
- **People management for fostering innovation. (planned lecturer – Mr. Vladimirs Rojenko, Ph.D.cand.).**

During the second part of the first workshop it is planned to examine the essence, significance and characteristics of people management for fostering innovation in organisations. The role of innovation leader, motivation, team spirit, smart recruitment, creativity and talent management in innovation development is explored.

Main topics:

1. What is people management for fostering innovations?
2. How should people be led to promote innovative development in organisations?
3. How are people's leadership principles transformed today?
4. What are the principles of people management for fostering innovations?

Additional literature:

1. Lapiņa, I., Maurāne, G., & Stariņeca, O. (2014). Human Resource Management Models: Aspects of Knowledge Management and Corporate Social Responsibility. *Procedia - Social And Behavioral Sciences*, 110 (The 2nd International Scientific conference)
2. Castro, C. L., Kuvaas, B., Hayton, J. (Eds.). 2011. Global human resource management casebook. ProQuest Ebook Central. 3-44.
3. Peacock, M. J. 2017. The human resource professional's guide to change management: Practical tools and techniques to enact meaningful and lasting organizational change. ProQuest Ebook Central. 1-81.
4. Owens, D. A. 2011. Creative people must be stopped: 6 ways we kill innovation (without even trying). John Wiley & Sons, Incorporated. 25-95.

5. Current trends in personal and professional self- and personnel development - Company visit – EiroPersonals (TBC)

In between 2nd and 3rd workshop participants will work on their own individual company projects identified during 1st and 2nd workshops and gained shared experience in companies` visits. The results of the individual company projects will be presented by participants in the 3rd workshop.

Workshop 3 – 8h

6. Innovation and Invention. Rewarding and Recognition.

The third workshop of the training provides an overview of the principles, advantages and disadvantages of the most common innovation and invention support structures (business incubators, innovation centers, technology centers, etc.). Practical examples of the use of innovation and invention support structures for real innovative business development will be considered.

Main topics:

1. What are innovation and invention support structures?
2. What kind of innovation and invention support structures exist?
3. What are the operating principles of innovation and innovation support structures?

4. How are innovation and invention support structures used in practice?

Additional literature:

1. Feld, B. 2012. Startup communities: building an entrepreneurial ecosystem in your city. John Wiley & Sons, Inc. [see materials in e-studies]
2. Feld, B., Cohen, D. 2010. Do more faster: Techstars lessons to accelerate your startup. John Wiley & Sons, Inc. 203-269.
3. Golomb V.M. 2017. Accelerated Startup: Everything You Need to Know to Make Your Startup Dreams Come True From Idea to Product to Company, Time Traveller Books. [see materials in e-studies]
4. Latvijas Investīciju un attīstības aģentūra (LIAA). 2011. Inovācijas atbalsta struktūras Latvijā. From: <http://www.liaa.gov.lv> [29.07.2019]

7. Nonmonetary motivations to ensure employees satisfaction with workplace

- “Freedoms” at work
- Paid extra to work (trainings, gym)
- Workations
- Inspiring complements (visits, guest-lectures)
- Case-study of KAforHR BestPractice – Draugiem.lv group. <https://draugiemgroup.com/work>

Company visit – Draugiem Group (TBC)