

MASTERING CORPORATE INNOVATION / Electives / 2026

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FACULTY INFORMATION

Name, Title	Dr. Chandrika Rathee
Email address	rathee@rsm.nl
LinkedIn/RSM profile	https://www.rsm.nl/people/chandrika-rathee/ https://www.linkedin.com/in/chandrika-rathee-4373ba5/
Preferred contact	Email professor(s) for questions and for arranging (f2f/online) 1-1 meetings

FACULTY BIO

Dr. Chandrika Rathee is Assistant Professor of Innovation Management at the Rotterdam School of Management, Erasmus University. With a background in engineering and a Ph.D. in Business Studies from IE Business School, she brings both rigorous academic training and extensive hands-on experience leading large-scale technology initiatives. Her professional journey spans global finance (Citigroup), high-growth startups, and government-backed digital education (UGC's SWAYAM, India) prior to her transition to academia.

Dr. Rathee's award-winning research examines how innovation is generated, disclosed, and evaluated across diverse organizational contexts, including pharmaceutical drug development, digital content creation (such as YouTube video production), and film productions. Her research has been published in leading journals such as Strategic Management Journal and Research Policy.

At RSM, Dr. Rathee teaches courses in innovation and technology management and supervises master's projects. She is dedicated to mentoring graduate students, guiding them to turn creative ideas into scalable, data-driven innovations. This course is an opportunity for students to benefit from her expertise at the intersection of technology, strategy, and innovation management.

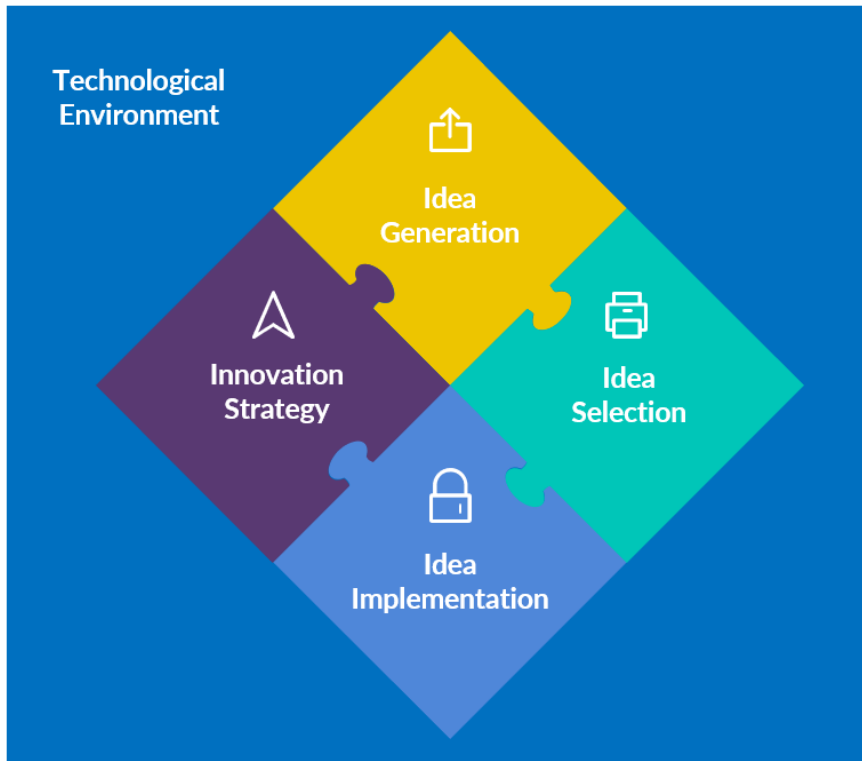


ABSTRACT

There is a ruthless hunt for the next blockbuster design, awesome product, or killer service. New technologies and powerful trends (think artificial intelligence, bioinformatics, blockchain) and humanity's grand challenges (e.g. climate change, pandemics, mass immigration) put immense pressure on organizations for constant adaptation and change. Clearly, innovation is no longer a choice but has become an imperative. This imperative demands a clear understanding of how organizations can manage their innovation activities.

In a business environment that is disturbingly in motion, innovation management translates into developing the right processes, structures, and strategies for continuous successful innovation. Once an organization builds its

innovation management system, that magic blend will guarantee survival and increase the chances of industry leadership.



Innovation Management Engine

The five elements of the innovation management engine need to work in harmony to ensure organizational survival in turbulent industry contexts .

The course is built around the five core elements of corporate innovation management: at the operational level, there is (a) idea generation, (b) selection, and (c) implementation; and at the macro level, there is (d) innovation strategy and (e) technological environment. In this course, we will focus on each of these elements in-depth from both theoretical and practical perspectives. Our ultimate goal is to help you build the most effective innovation management engine in your respective organization.

EDUCATIONAL GOALS

Learning areas	Educational Goals: Upon completion of the course,
I. Content- related	You can outline effective organizational processes to cultivate, assess, and implement creative ideas.
	You can identify incremental, radical, and disruptive innovations in an industry.
II. Skills-related	You can build organizational processes and structures for fostering innovation.
	You can skillfully craft strategic responses to technological changes and disruptive innovations.
III. Attitude-related	You will commit to improving your own innovation potential.

TEACHING METHODS AND WORKLOAD

Information has never been as accessible as today in human history. Advances such as e-books, Wikipedia, massive online open courses (MOOCs), open-access scientific journals enable anybody to retrieve new information. Yet, knowledge remains an unearthed treasure buried under multiple layers of information bombardment and even misinformation. Therefore, transforming information into knowledge remains challenging. That is exactly where the ideal university learning experience comes in: helping you to filter through the right sources of information, transform that information into knowledge, and use that knowledge wherever applicable.

The major challenge in teaching innovation management is to develop the skills for decision making in the midst of infinite and often contradictory information flow about technology, markets, and competition. Added to the challenge is the fuzzy knowledge about the causes of firm success or failure and substantial trade-offs involved in innovation decisions. Therefore, innovation management can be more accurately described as an art. We believe that the role of the instructor is to facilitate the process through which you obtain the skills for innovation management. Therefore, we designed all aspects of this course - i.e. content, methodology, learning activities, and assessment, in a way that will help build your corporate innovation management skills in the most effective and enjoyable manner.

Content: No-nonsense. We created the content of this course based on two main complementary sources. Our first source is the scientific literature. Knowledge in a domain is a set of causal relationships. We teach those causal relationships in corporate innovation management which have been supported by scientific evidence. Our second source is the leading practitioner-oriented literature. This content makes the evidence-based knowledge more accessible and enjoyable.

Methodology: We teach this course using case-based learning. Cases are compact models of real-world innovation problems and provide sufficient information and complexity to force our analytical thinking and decision making. With our guidance, you will collectively generate the intended knowledge through discussion. This makes learning enjoyable and memorable!

The approximate time required to complete this course is:

Attending lectures:	6 sessions x 3 hours	18 hours
Class preparation:	18 hours x 1 hour	18 hours
Case assignments:	5 cases x 3 hours	15 hours
Studying for final assignment:		12 hours
Final assignment:		21 hours
Total (Number of EC (3))	3 x 28 =	84 hours

GRADING AND ASSESSMENT

Course: Mastering Corporate Innovation		Assessment formats		
Educational goals		Case Assignments	Final Assignment	Total
Outline effective organizational processes to cultivate, assess, and implement creative ideas.		X		X
Identify incremental, radical, and disruptive innovations in an industry.		X		X
Build organizational processes and structures for fostering innovation.		X	X	X
Skillfully craft strategic responses to technological changes and disruptive innovations.		X	X	X
Commit to improving your own innovation potential.			X	X
Weighting factor		50%	50%	100%
Minimum grade required		5.5*	5.5 **	
When failed, resit option within academic year (Yes/No)**		Yes	Yes	
Form of examination (e.g. MC, Open-book, etc.)		Open-ended Qs	Open-ended Qs	
Group / Individual assessment (Group/Individual)		Individual	Individual	

In order to pass the course, case assignment component grade needs to be at least 7.0 and the final assignment grade needs to be at least 5.5. Grades are rounded according to the rounding provisions included in the Examination Regulations (ER) of the programme, and are expressed with 1 decimal point. Not meeting the minimum grade required for component grades determines a fail for the course. Participants can resit a failed component only once. There is no capping of the grade for a resit examination, unless determined by the faculty. The only exception is when the nature of the failed assignment allows for an improvement effort of the same assignment (capped at 5.5 for that component).

For this particular course, the faculty has decided that case assignments allow for a new resit and the final assignment allow for an improvement effort.

Grade penalties for unauthorized late submissions will be automatically imposed. Penalties for unauthorised late submissions range from 10% to 20% deduction from the examination component depending on the hours/days late. Unauthorised late submissions 4 days or longer after the deadline without prior notification and a reasonable explanation for the late submission, will not be accepted.

***Case Assignments:** The case assignments involve open-ended questions based on the case of the day. The questions are designed to help you create a meaningful mind map of case information and prepare you for in-class discussion, which will eventually help you gain better insights into the case problem. You must complete all case assignments strictly before your session. It is the student's responsibility to make sure the right file is uploaded to the course's online platform on the right time.

****Final assignment:** The final assignment involves an in-depth report on the innovation activities (idea generation, selection, implementation, strategy and technology management) of a company chosen by the participant. The report will describe the current innovation activities of the company, analyze their effectiveness, critique them with respect to the key learnings of the course, and suggest actions for improvement.

Plagiarism / Self-plagiarism (Appendix B, Teaching and Examination Regulations -TER-)

The Examination Board defines fraud as “the action or negligence of a student because of which it is impossible, entirely, or partially, to form a correct judgment about the knowledge, insight, and skills of them or another student” (TER, R&Gs). Examples of fraud are cheating, cribbing, plagiarism, freeriding in a team assignment, availability of unauthorized (study) material during a test such as mobile phones, contract cheating/outsourcing/ghost-writing, unauthorized use of generative AI, identity fraud, theft.

Confirmed cases of fraud/plagiarism will lead to (appropriate and proportional) sanctions as defined by the Examination Board in the Rules and Guidelines. Repetitive cases of fraud/plagiarism lead to expulsion from the programme.

Plagiarism is presenting another person’s work as one’s own. Plagiarism includes any paraphrasing or summarising of the work of another person or group without acknowledgment, including submission of another student’s work as one’s own. Plagiarism frequently involves a failure to acknowledge the quotation of paragraphs, sentences, or even a few phrases written or spoken by someone else.

Using ideas from your own prior work (assignment) without referencing the work in your assignment is considered self-plagiarism.

Participants are required to adhere to the 6 principles outlined in the RSM AI guidelines with regard to the use of Artificial Intelligence Platforms such as ChatGPT and related software/tools. The unauthorised use constitutes violation of plagiarism/ fraud policy. For this particular course, the faculty promotes a **restrained** use of AI.

For more information about academic integrity and AI please refer to the Programme’s Examination Regulations and RSM AI guidelines documents on the Student Hub.

Assessment / Deliverable:	Individual or group:	(Due) date and hand in location:	% of final grade:
Case Assignments	Individual	Before the session(s), online	50%
Final Assignment	Individual	TBD	50%

For all Canvas submissions, please make sure to include the student name and programme name in the title of the file submission, as well as within the document itself (on the cover page).

REQUIRED TEXTBOOK(S) AND READINGS

There is no required textbook. Required readings and cases are provided via Canvas.

SUGGESTED EXTRA READINGS, JOURNALS AND WEBSITES

For those of you, who are eager to deepen their understanding of corporate innovation management, we provide relevant, accessible, insightful **supplementary material** available on Canvas. These supplementary materials are not required readings but:

- If you are interested in learning more, they are the best sources to dig deeper into the topics that we will cover,
- You can consult them in the future whenever you feel like you are forgetting your knowledge about innovation management,
- They are just awesome pieces to read.

DETAILED COURSE SCHEDULE

Session 1 – Idea Generation and Innovation	
Topics:	Where do creative ideas come from? What is the difference between creativity and innovation? How can individuals and organizations become more creative?
Case: (Required pre-reading)	TBD
Supplementary Material:	TBD

Session 2 - Idea Selection	
Topics:	How can companies weed out bad ideas and select the good ones? What is the best way to manage a portfolio of innovation projects?
Case: (Required pre-reading)	TBD
Supplementary Material:	TBD

Session 3 – Innovation Strategy	
Topics:	What are the different types of innovation? How can incumbents defend against disruptive innovation?
Case: (Required pre-reading)	TBD
Supplementary Material:	TBD

Session 4 – Disruptive Innovation	
Topics:	How can incumbents defend against disruptive innovation?
Case: (Required pre-reading)	TBD
Preparatory Material:	TBD

	Supplementary Material:	TBD
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Session 5 – Idea Implementation		
Topics:	What are the best approaches for successfully completing complex innovation projects? Why is implementing innovation so difficult? How can leaders overcome implementation difficulties?	
Case: (Required pre-reading)	TBD	
Supplementary Material:	TBD	

Session 6 – Technology Management		
Topics:	How do technologies evolve? Where do they come from? What are the techniques that companies can use to manage technological developments? What are new technologies? What kind of an impact can they have on industries?	
Case: (Required pre-reading)	TBD	
Supplementary Material:	TBD	

ASSIGNMENT GUIDELINES

More information on the assignments and grading rubrics will be made available on Canvas closer to the start of the course.

Case assignments involve open-ended questions based on the case of the day. The questions are designed to help you create a meaningful mind map of case information and prepare you for in-class discussion, which will eventually help you gain better insights into the case problem.

The **final assignment** is a report on a company's innovation management practices. The aim of this assignment is to identify the weaknesses of these practices based on the course knowledge and provide meaningful and feasible recommendations to the company.