

Rotterdam School of Management  
Erasmus University

RSM Erasmus

## MI Elective information session

Small Logo



RSM - a force for positive change

Electives

RSM Erasmus

### Basic Rules:

- You are required to complete **three electives**
- You may take only **one elective** per block.
- **At least two** of the three electives must be a Master Programme Elective (MPE).

Electives – registration

RSM Erasmus

**Register your study situation:** Monday 4 November 2019, 12:00 through Wednesday 13 November 2019, 23:59.

**Round 1:** Tuesday 19 November 2019, 08:30 through Friday 22 November 2019, 23:59.

**Round 2:** Monday 9 December 2019, 08:30 through Thursday 12 December 2019, 23:59.

**Switch weeks:**  
 Before Block 3: 13 – 17 January 2020  
 Before Block 4: 2 – 6 March 2020  
 Before Block 5: 20 – 24 April 2020  
 Note that you can switch your electives in any available block in one of the switch weeks.

More information: <https://www.rsm.nl/master/current-students/current-master-students/elective-registration/>

MI Electives

RSM Erasmus



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## High-performance leadership Block 3



**Hodar Lam**  
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BMME043 High Performance Leadership – Introduction

RSM Erasmus



Hodar Lam (LAM@RSM.NL)

**BMME043 High Performance Leadership – Course Overview**

**Learning Goals:**

1. Understand and apply the core and state-of-the-art theories of leadership;
2. Have insights into success factors and challenges in leadership positions;
3. Deliver theoretically sound and practically relevant recommendations for positive leadership;
4. Develop critical thinking of leadership theories and research

**Learning approach:**

- Lectures
- In-class experiential exercise
- Co-learning consulting project
- Reflective reports



Hodar Lam (LAM@RSM.NL)



**BMME043 High Performance Leadership – Assessment**

1. Participation (10%)
2. Co-learning consulting project (40%)
  - Team presentation (15%)
  - Team reflective report (20%)
  - Peer evaluation (5%)
3. Individual guest lecture reflective report (10%)
4. Written test (40%)

Hodar Lam (LAM@RSM.NL)

**Leadership Development and Training Block 5**



**Pisitta Vongwasdi**  
vongwasdi@rsm.nl

**Instructor**

Teacher & Coordinator:

- Pisitta Vongwasdi

Guest speaker

- Training Consultant/HR manager (TBD)



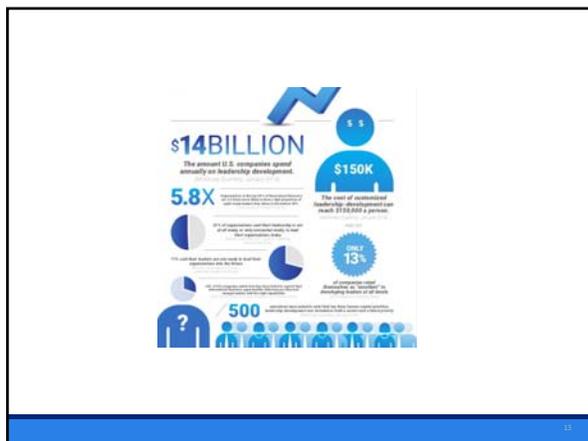
**Content**

Leaders are not born. They are made.

How does one learn to lead?

How can we (organizations) develop leadership effectively?





**Topics**

- 360 degree feedback
- Coaching/mentoring/networking
- Learning from (challenging) experience
- Evaluation of training/developmental program
- Personal leadership development

The chalkboard graphic shows a circle labeled 'Your comfort zone' with an arrow pointing to a larger circle labeled 'Where the magic happens'.

**Assessment**

**Format and grading**

- Experiential learning
- Assignments
  - Two group assignments
  - Two individual assignments

**Learning Goals**

- Understand the systematic function of training and development in organizations
- Determine and discuss the strengths and weaknesses of different developmental methods
- Gain better insight into one's own leadership capacity and areas for personal growth and development, through a process of self- and peer-reflection and assessment

**Innovation and Interface management**  
**Block 3**

**Henk J. de Vries**  
Professor of Standardisation Management  
Rotterdam School of Management, Erasmus University  
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**COURSE THEME**

- New technologies are often part of systems
- These systems rely on interfaces to connect individual components
- Most systems are not shaped anymore by single companies but by many both competing and cooperating.
- Governments and societal stakeholders increasingly play a role as well.
- This course gives insights into how interfaces in these systems can be managed, and how to integrate this in innovation management

**APPROACH**

- Experiencing practice
- Multidisciplinary scientific analysis
- Integration:
  - Company advice
  - Essay

**GRADING**

Assignment Human Interface	10%
Written test	30%
Group assignment: company advice	20%
Essay	40%

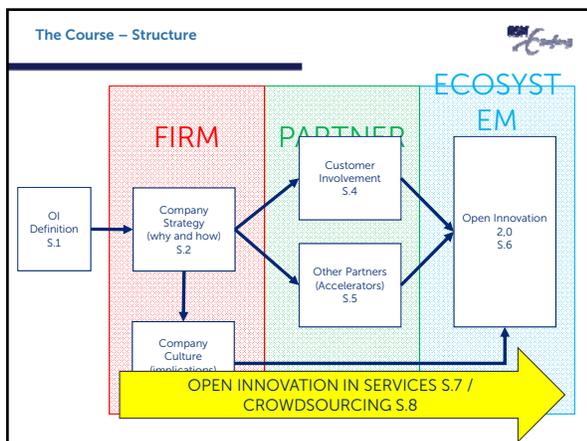
**Open innovation  
Block 3**



**Juan Pablo Madiedo**  
[madiedomontanez@rsm.nl](mailto:madiedomontanez@rsm.nl)

**Learning Goals**

1. Recognize the link between open innovation and the innovation strategy of the company
2. Recognize how organizational culture can propel or hinder open innovation initiatives
3. Recognize the factors that allow the development of an open innovation ecosystem
4. Discuss the use of specific tools to support the execution of open innovation initiatives



**The Course – Methodology**

The Course - Activities 

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**Contribution to class**

- In the classroom or via CANVAS based on cases.

**Open Innovation Presentation**

- Present an issue regarding OI that is not included in the course content.

**EUR Challenge Proposal**

- What initiative would you propose to EUR to improve its OI initiative?  
Why?

**Exam**

- Multiple choice and open questions



## New Business Development Block 4

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**Zhiyan Wu**  
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## Patent law and strategy for managers Block 4

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**Helen Gubby**  
hgubby@rsm.nl

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TV series: Silicon Valley 

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Alternative title: "Disasters with intellectual property" 

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**Trademark disaster!**



**Patents disasters!**



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The role of patents in business 

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- Our economy is a knowledge-economy
- Patenting is not restricted to large corporations: many of the businesses filing patent applications are SMEs.
- Patenting is not restricted to high-tech firms.




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Why do I need this course? 

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- Can't I just leave this patent stuff to the lawyers?
- No: you as a manager need to know IP basics.
- Patents are the most expensive form of IP: know when to use them and how.

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The importance of knowing your IP 

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- **Macdonald: "in IP savvy firms, the decision about what to patent and why has moved out of the R&D department and into the hands of corporate management."**  
(Information Economics and Policy 16, 2004)
- **"Increasingly, companies that are good at managing IP will win. The ones that aren't will lose."** Richard Thoman  
(at the time CEO of Xerox)

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The importance of knowing your IP 

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- **"Even for those business professionals who prefer to leave IP matters to lawyers, it is still necessary for them to understand how to identify IP and when to take steps to protect it, even if that means merely knowing when to consult a lawyer."**  
(Business Horizons, Lemper, 2012)

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If you don't know your IP basics 

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Have you already lost your chance to patent your invention?



Have you already lost your chance to patent your invention?



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An innovation manager needs to understand and know how to communicate with lawyers 

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Patent strategies 

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- Knowing about patent law is not enough: you have to understand patent strategy. Patenting is rather like 'Game of Thrones'.



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Sun Tzu's 'The Art of War'

*"People should not be unfamiliar with strategy, Those who understand it will survive, Those who do not understand it will perish"*

Sun Tzu's THE ART OF WAR 孫子兵法



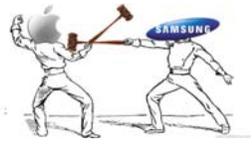
Sun Tzu's the Art of War

Sun Tzu's 'The Art of War' and patent strategies

- **Interact:** Tactical alliances
- **Isolate:** Squeeze your enemy out.
- **Negate:** undermine the effectiveness of your enemy.
- **Eliminate:** force your enemy into the battle field. Surrender or destruction of your enemy.

Be prepared!

- Know your patent law basics: don't learn them by first making costly mistakes for your firm.
- Know how competitors will use patents as strategic tools in competition: don't get outmanoeuvred.



Aims of the course

Upon completion of the course, you will be able to:

- Identify all forms of IP relevant to a firm's business
- Have a basic understanding of European/US patent law
- Be aware of the legal issues that can arise with respect to patenting
- Understand how patents can be used as strategic tools in competition
- Have the analytical ability to distinguish when to patent and when an alternative to patenting would be the better option
- Communicate effectively with patent legal professionals

Course examination form

- Group assignment: 20%
- Group presentation: 10%
- Written, open question exam: 70%

Any questions?

Circular Economy  
Block 4 or 5



Diana den Held  
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At the heart of THE CE elective is the change from only "Doing things less bad"

Reduce, Minimise, Avoid the negative externalities

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To more positive ambitions: Not reduce your footprint. But make a positive one.

Increase the positive externalities

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F.e. paint that cleans the air (Akzonobel 2009)

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Or more recent; IKEA curtain that cleans the air (2019)

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In cE, This is not a building

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It's a materials bank!

We just store the materials there for a while ;)

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Necessary innovation: reversible glue connections

REVALPHA:  
 – thermally releasable adhesive tape (90°C / 130°C / 150°C)  
 – Cleanly removable

■ Example of changes in adhesive strength by temperatures

Sheet surface temperature (°C)	Adhesive strength (N/25mm <sup>2</sup> )
20	3.5
40	3.5
60	3.5
80	3.5
90	3.5
100	3.5
110	3.5
120	3.5
130	3.5
140	3.5
150	3.5
160	3.5
170	3.5
180	3.5
190	3.5
200	3.5
210	3.5
220	3.5
230	3.5
240	3.5
250	3.5
260	3.5
270	3.5
280	3.5
290	3.5
300	3.5
310	3.5
320	3.5
330	3.5
340	3.5
350	3.5
360	3.5
370	3.5
380	3.5
390	3.5
400	3.5
410	3.5
420	3.5
430	3.5
440	3.5
450	3.5
460	3.5
470	3.5
480	3.5
490	3.5
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850	3.5
860	3.5
870	3.5
880	3.5
890	3.5
900	3.5
910	3.5
920	3.5
930	3.5
940	3.5
950	3.5
960	3.5
970	3.5
980	3.5
990	3.5
1000	3.5

NITTO DENKO

Or change how we harvest, like Rubber... from dandelions

- In development
- Currently the roots of the Russian dandelion only yield 10-13 percent of latex compared to rubber tree. (But 1 year, vs. 7 year growth time.)
- And more importantly: can be grown in vertical farming innovations to benefit from their relatively small size
- Capable of growing in diverse climates

Who I am: Diana den Held

- Strategist & Entrepreneur since 1995 (sold my first company L.E.F. in 2002)
- European Parliament, Dutch Parliament, large and small corporations
- Awards like FEDMA "Best of Europe" Award
- Lecturer Circular Economy
- Books like "Inspired by Cradle to Cradle; C2C practice in education"
- Member of "Groene Brain" (de Groene Zaak)
- Currently working on developing neoprene from a waste water byproduct

Topics we will cover

- Triple Top Line and Positive Contribution
- Nutrient management (Materials management)
- Vision, Ambitions, Goals and Roadmaps
- The social side of Supply Chains, Corporate Citizenship
- What's the financial part of all this?

Please note I'm a strategist and it's a broad approach. Topics range from materials management to human well being to european funding for your project

We're not only talking about recycling. But about optimising

f.e. using circadian rhythm as a clinical tool in Children's Hospital of Philadelphia

- low-intensity warm colour temperature at 6:30 am
- medium-intensity cool colour temperature 11 am
- high-intensity at 3 pm
- low-intensity warm in the evenings

Your grading

Individual assignment

- You will write a plan (ambition) and roadmap with defined measurable goals
  - Hand in in parts via Canvas (spreaded workload)
  - Topic free of choice for each individual participant
- Teaching is on Tue and Wed afternoon, 10 sessions in total, participation required
- Limited number of students can participate, full is full

What some earlier students said about this elective:

**Content is really new for me.**

*Overall very positive atmosphere and encouraging for our future.*

**New concept, challenges to think critically.**

**I liked the discussions in class, well structured and worked well.**

It required creativity and the application of what we learned in theory.

I welcome you to work with me on making a positive footprint



**Contact**

Diana den Held  
Strategist and Lecturer Circular Economy (CE)

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**Social entrepreneurship  
Block 5**



**Pietro Versari**  
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**Contents of the course**

**Social Entrepreneurship**  
creation of ventures aligning profit and positive social impact

Through the application of business methods and market dynamics to the solution of societal problems, social entrepreneurs can tackle challenges failed by traditional profit, nonprofit and public actors.



Social Entrepreneurship elective course introduction

**Contents of the course**

Week 1: Social Entrepreneurship: definition and characteristics

Week 2: Who are the social entrepreneurs?

Week 3: Social Enterprises as "hybrid" organizations

Week 4: Value creation and strategical challenges in Social Enterprises

Week 5: Innovation and scaling for social impact

Week 6: Measuring social impact

Social Entrepreneurship elective course introduction

**Learning objectives**

Through the course, you will

1. gain theoretical and working knowledge of social entrepreneurial dynamics
2. be able to recognize and assess the typical opportunities and challenges faced by social enterprises
3. have the tools to design potential effective combinations of business and positive social impact

S.11.19 Social Entrepreneurship elective course introduction

**Course delivery and examination**

Each week/topic:

One "theoretical" lecture + One "seminar" lecture

↑ Frontal ↑ Interactive (Case studies, in-class exercises, invited speakers)

Final grade based on

70% Written examination	30% In-class participation
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S.11.19 Social Entrepreneurship elective course introduction

**Innovation in Practice Block 5**



**Ivo Rutten, Executive Fellow RSM, Head of Global Strategic Alliances Signify**  
**Murat Tarakci, Associate Professor of Innovation Management**  
[Tarakci@rsm.nl](mailto:Tarakci@rsm.nl)

29.10.2019 Footer text (use for presentation title)

**Our goal is to marry theory and practice!**



**Learning Objectives**

- Distinguish the peculiarities of innovation processes across different cultures and markets.
- Understand and analyze corporate innovation and venturing process
- Develop strategies to navigate the political landscape within organizations.
- Build processes to utilize inter-organizational partnerships effectively.
- Realize the social and cognitive dynamics surrounding the innovation process.

**Individual Assignments**

Aim: Augment and generalize Ivo's experience

- **Clarify** what the main issue(s) is that Ivo confronted
- **Review** the literature on the issue
- **Compare** theory and practice
- **Develop** theory
- **Suggest** managerial implications

**Grading**



Individual assignments • Team assignment • Class contribution





**Grading**

Individual assignments: 20%  
Team assignment: 40%  
Class contribution: 40%

### Team Assignment

Aim: consulting as experts

- No reports, or individual assignments by the team members
- Do your own preparation and use others' individual assignments
- Present your case in an appealing manner

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Individual assignment due at 13:00

Team assignment due at 11:00

Week 12 (May 2019 - 12 May 2019)				
Monday 05/20	Tuesday 05/21	Wednesday 05/22	Thursday 05/23	Friday 05/24
08:00 Lecture 10:00 - 10:45 10:00 - 10:45			08:00 Lecture 10:00 - 10:45 10:00 - 10:45	
Practice			Theory	

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**"Education is not the learning of facts,  
but the training of the mind to think."  
Einstein**

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## Mastering networks for innovation Block 5



**Stefano Tasselli**  
[stasselli@rsm.nl](mailto:stasselli@rsm.nl)

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## Company based project Block 3, 4, 5



**Sandra Langeveld**  
[slangeveld@rsm.nl](mailto:slangeveld@rsm.nl)

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### Company based project

**After this course students are able:**

- To analyse a business problem in its context, and to make use of creative and theoretical insights and empirical data to find solutions and develop actionable recommendations
- To produce a report with a concise structure, consistent arguments, professional style and a logical flow

**The internship:**  
The student should be at the company on a daily basis; at least 3 days/week at the firm. Altogether, the internship should have a workload of **168 hours**.

**Assessment:**  
A report needs to be handed in. The report is graded with a pass or fail. The company coach will evaluate the quality with which the student conducted the internship.

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Registration



The Company based research project is seen as a FREE elective.

If you do not have a company yet, register for an other elective first! (During the switch weeks you can choose this elective)