



**UNIVERSITÀ
DEGLI STUDI
DI TRIESTE**

UNIVERSITY OF TRIESTE – DIPARTIMENTO DISPES

A.Y. 2024 – 2025

**COURSE INTRODUCTION & SYLLABUS
MANAGEMENT DELL'INNOVAZIONE**

INSTRUCTOR: Marco Balzano

MANAGEMENT DELL'INNOVAZIONE

Course duration: 40 hours

Credits: 6 ECTS

INSTRUCTOR – Marco Balzano

Contact: marco.balzano@units.it

Office hours: by appointment

Research Fellow at the DEAMS, University of Trieste.

Associate Editor for SN Business & Economics.

Published in several international journals, including California Management Review, International Journal of Management Reviews, Technovation, IEEE Transactions on Engineering Management, and Journal of Small Business Management, among others, and presented the results of his research activity in international conferences including the AoM Conference, EURAM, R&D, IPDMC.

His main research interests deal with chance, business strategy, and innovation management.

Course objectives

- The main aim of the course is to focus on how firms should manage innovation-related activities in order to increase the likelihood of remaining competitive in a fast-changing economic and technological environment.
- After clarifying what firm management consists in and how firms measure their performances, the course will focus on aspects related to (and beyond):
 - The innovation concept and innovation strategy,
 - The organizational antecedents to innovation,
 - Imitation and innovation
 - Errors and strategic agility
 - Serendipity, innovation and opportunities

Course scheduling (DRAFT)

<i>Giorno</i>	<i>Orario</i>	<i>What</i>
Lunedì 30 settembre	9-11	Lectures
Martedì 1 ottobre	17-20	Lectures
Lunedì 7 ottobre	9-11	Lectures
Martedì 8 ottobre	17-20	Lectures
Lunedì 14 ottobre	9-11	Lectures
Martedì 15 ottobre	17-20	Lectures
Lunedì 21 ottobre	9-11	Lectures
Martedì 22 ottobre	17-20	Lectures
Lunedì 4 novembre	9-11	Mid-test
Martedì 5 novembre	17-20	Lectures
Lunedì 18 novembre	9-11	Lectures
Martedì 19 novembre	17-20	Lectures
Lunedì 25 novembre	9-11	Lectures
Martedì 26 novembre	17-20	Cases
Lunedì 16 dicembre	9-11	Cases
Martedì 17 dicembre	17-20	Test

Mid-course opportunity

- Two quick multiple-choice test for attending students only (the first can give up to 2 extra points).
- Attending students not behaving correctly, will be considered as “non attending” by the instructor.
- Brief presentations, of documented (but not “too” iconic) cases (additional, up to 3 extra points). The presentations should consist in maximum 10 **focused** slides.
- Many slides and materials will be in English to teach you the managerial glossary and language. However, the lectures and the exam will be in Italian. Slides by students can be in Italian or English, up to the student, but the presentation to the class is in **Italian only**.

Final Exam



Joe Tidd and John Bessant, **MANAGING INNOVATION**. Integrating Technological, Market and Organizational Change (7th edition), Wiley

Study ONLY the provided slides related to chapters 1 to 10 excluding chapter 2. No additional material will be asked during the written exam.

Study the provided material from Chapters 1-10 (from 1 to 10) of the textbook, excluding chapter 2.

The scoring rule is the following: +1 for every correct answer; 0 for no answer; -0.5 for every wrong answer.

LEARNING OUTCOMES

Course learning outcomes (CLO)	Study methods	Assessment method
CLO1 To be able to describe the many faces of innovation and innovation types (discontinuous, disruptive, radical, incremental, etc.)	Individual study	Exam
CLO2 To be able to describe what are the main organizational antecedents of innovation	Individual study	Exam
CLO3 To be able to describe the main KPIs of firms	Individual study	Exam
CLO4 To be able to describe the relationship between sustainability and innovation	Individual study	Exam

SCHEDULE OF THE COURSE

- You can find it in Moodle
- May be subject to change (check for the different versions). All modifications are communicated through the Moodle platform (but you must join the course to receive updates. So **do it asap**).

Lectures

- Monday – from 9.00 to 11:00
- Tuesday – from 17.00 to 20:00

MANAGEMENT OF SUSTAINABILITY AND WELL-BEING FOR INDIVIDUALS AND SOCIETY
13-14 June 2024 - Parma, Italy

STRATEGIC AGILITY IN ERROR MANAGEMENT: BRIDGING THEORY AND PRACTICE IN STRATEGIC COMMUNICATION

MARCO BALZANO

CA' FOSCARI UNIVERSITY OF VENICE, ITALY & SKEMA BUSINESS SCHOOL, FRANCE

Background on error management

- **Definition** of Errors: Unintended deviations from plans, goals, or feedback processing (Frese & Keith, 2015);
- **Phases** of Error Management: Error detection, communication, and damage control (Lei & Naveh, 2023);
- **Impact** on Organizations: Errors can affect firm performance, stakeholder trust, and business viability (Zhao et al., 2022).



Background on strategic agility

- **Definition:** Firm's ability to deal with sudden changes (Doz & Kosonen, 2010);
- **Core capabilities:** Strategic sensitivity, resource fluidity, leadership unity (Tarba et al., 2023);
- **Relevance** in Organizations: Traditionally, scholars examined how strategic agility can enhance adaptability and responsiveness to **environmental** changes (Weber & Tarba, 2014)..



Motivation and Research Gap

- **Importance of Addressing Errors:** *As errors can significantly impact firm performance and stakeholder trust, it is particularly relevant to provide managerial tools for enhancing error management strategies that go beyond error prevention (Lei & Naveh, 2023);*
- *Existing literature frame strategic agility in spite of **external changes** (Tarba et al., 2023), while **we found a lack of studies on strategic agility to cope with internal issues** of strategic relevance;*
- *Here, thus, we ask:*

How can firms leverage strategic agility to forefront an incurred error?

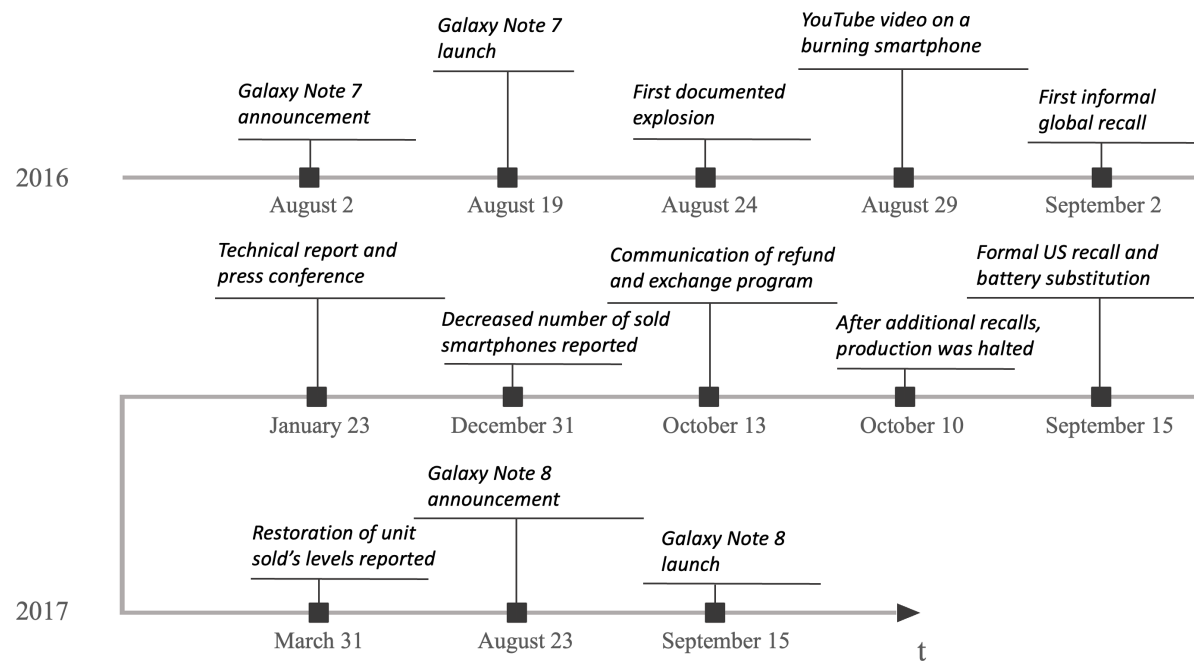


Method

- *Methodological Approach: **Case study** combined with **interpretive historical analysis** (Eisenhardt & Graebner, 2007);*
- *Data sources: Archival documents, internal reports, press releases, news articles, and social media discussions;*
- *Data triangulation: Multiple sources and perspectives (Jick, 1979).*



The timeline of events



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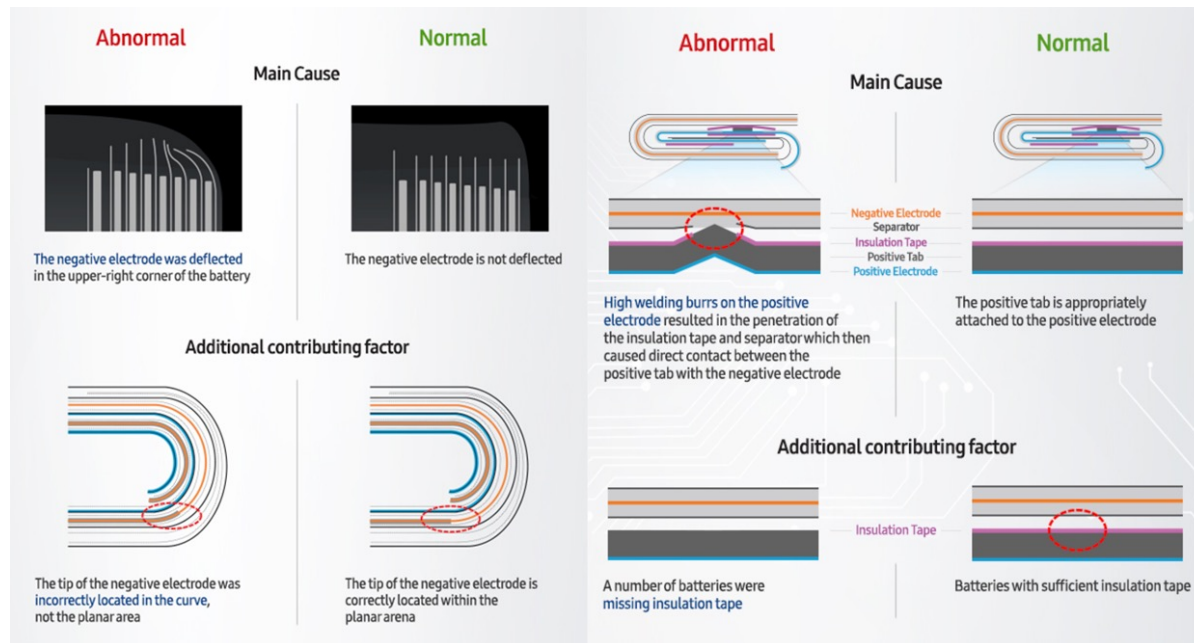
Strategic Agility in Error Management: Bridging Theory and Practice in Strategic Communication



Sinergie-SIMA 2024 Management Conference
MANAGEMENT OF SUSTAINABILITY AND WELL-BEING FOR INDIVIDUALS AND SOCIETY

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The technical issue



The Galaxy Note 7's lithium-ion battery, designed for high capacity and fast charging, suffered from critical safety flaws.

Manufacturing defects led to short circuits, overheating, and explosions due to the presence of metal particles in the electrolyte, poor insulation, and physical damage within the battery cells.

Source: Samsung (2017a).

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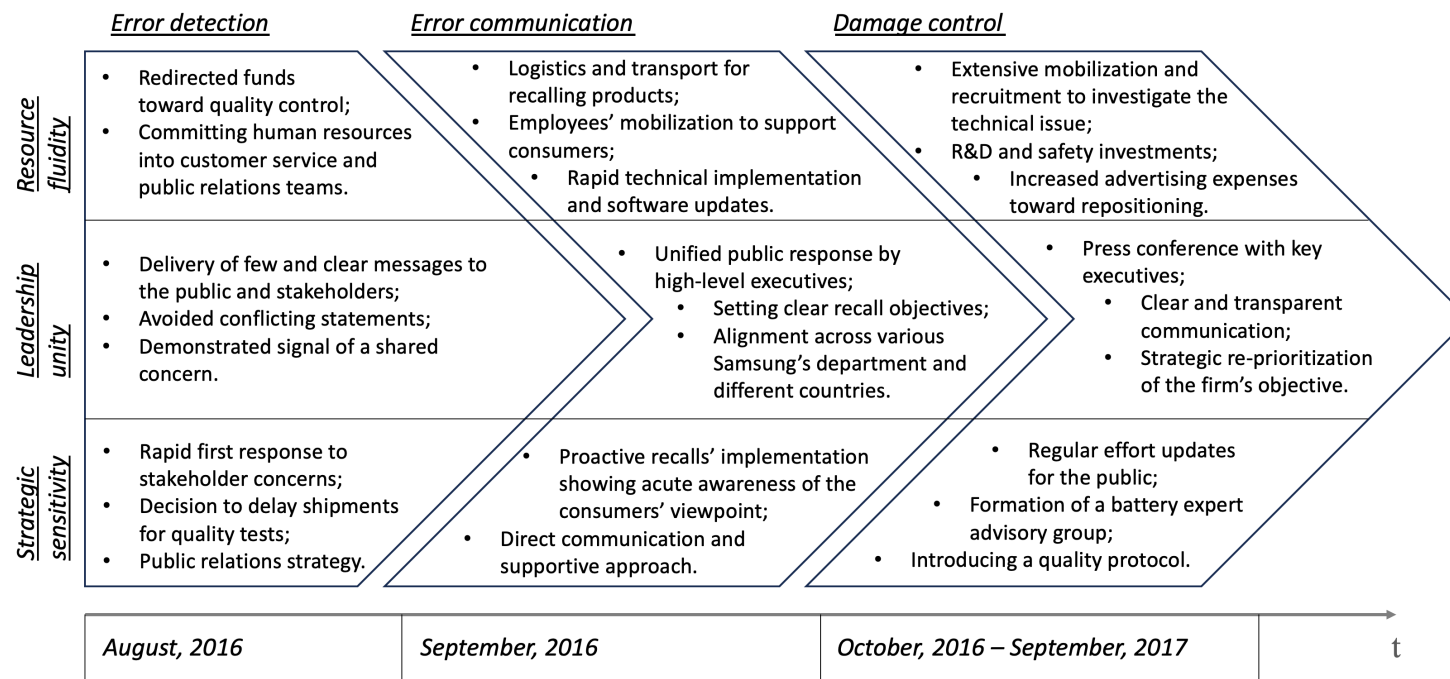
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Findings



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Strategic Agility in Error Management: Bridging Theory and Practice in Strategic Communication



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Implications

- *Extends strategic agility literature to error management;*
- *At a practical level, the study highlights the importance of strategic agility in managing errors and maintaining stakeholder trust;*
- *The study suggests firms should cultivate strategic agility to enhance their resilience to errors.*



Conclusion and limitations

- *Strategic agility enhances error management by supporting error detection, communication, and damage control;*
- *Boundary conditions: Single case study; global perspective; potential subjectivity in historical analysis.*
- *Future research could further leverage strategic agility for examining internal processes and how firms cope with them.*

