

MASTERS IN INNOVATION AND ENTREPRENEURSHIP

CURRICULUM OVERVIEW

FUNDAMENTALS OF RUNNING AN INNOVATIVE COMPANY

- Strategic Management of Technology
- Entrepreneurship
- Accounting for Innovation & Entrepreneurship
- Financing your Entrepreneurial Company
- Scaling your Venture

BOOT CAMP (choose 1)

- Data Science for Finance & Strategy
- Digital Transformation
- Global Supply Chain Strategy
- Sports Business & Digital Innovation
- Strategic Innovation (in Healthcare, Fintech, Retail & Marketing of FMCG)

IDEA GENERATION

- Creative Thinking
- Design Thinking

IDEA CONVERSION

- Sustainable Innovation Management
- Growing from Venture to Corporation
- Technology Foresight

IDEA DIFFUSION

- Marketing of New Products
- Digital Marketing Skills

ACTION LEARNING

START-UP ACCELERATOR

INNOVATION CHALLENGE

SILICON VALLEY DISRUPTION TOUR

ELECTIVES (choose 3)

CONSULTANCY PROJECT OR START-UP PROJECT

Get ample field experience through a 2-month innovation consultancy project in a start-up or scale-up environment or launch your own start-up.

PERSONAL DEVELOPMENT

- Negotiation, Management, Presentation & Career Skills
- Diversity, Equity & Inclusion Awareness Track

COURSE DESCRIPTIONS

FUNDAMENTALS OF RUNNING AN INNOVATIVE COMPANY

Strategic Management of Technology

What?

- Understand the interaction between technological revolutions and financial capital.
- Distinguish between the different types of IP.
- Weigh in on the decision to keep R&D results confidential (trade secret) or to file for patent protection.
- Identify elements to strengthen an IP portfolio.
- Avoid IP pitfalls.
- Design IP-based business models for techno-ventures.

How?

- By running a technology foresight exercise.
- By following a real invention from conception to patent grant.
- By discussing whether copyright rules are adapted for the digital age.
- By zooming in on case studies prepared by the European Patent Office.
- By identifying non-traditional trademarks that target us as consumers.
- By designing and negotiating technology licensing contracts.

Courseholders:

[Prof. Dr. Walter Van Dyck - Mr. Geert Glas](#)

Entrepreneurship

What?

- Understand the essence of entrepreneurship.
- Explore and identify new venture opportunities in a more systematic way.
- Understand the importance of a business model for new venture creation.
- Evaluate the viability of a new venture idea and understand how to finance it.
- Develop and pitch a business case for a new venture.

How?

- By developing and pitching a business plan in front of potential investors.
- By receiving hands-on coaching in New Venture Labs to improve your business case.
- Through testimonials of successful entrepreneurs and their lessons learned.
- By analysing in detail different aspects of the new venture creation process using real cases from across the globe.

Courseholder:

[Prof. Dr. Yannick Dillen](#)

Accounting for Innovation & Entrepreneurship

What?

- Understand the basics of financial accounting and the necessary compliance requirements for a start-up to prepare its' financial statements.
- Focus on relevant start-up and accounting for innovation challenges, such as accounting for inventories, the valuation of intangibles such as patents and goodwill, understanding cash-flow streams for start-ups and the impact of finance decisions on equity and debt reporting.
- Understand the use of management accounting information that helps entrepreneurs and innovation managers to make better decisions and realize financial and societal value over time.
- Focus on break-even analysis, the design of costing systems, the use of budgeting and planning for scale-ups and finally the development of strategy maps and performance scorecards.
- Discuss strategy maps and performance scorecards with a focus the measurement and value of leading indicators such as company culture, knowledge and innovation management systems, firms' informational capital, and employees' skills that are typically leading indicators for start-ups growth and success over time.

How?

- By applying the theory and frameworks learned to several exercises, case studies and simulations that focus on the management of start-up companies or other entrepreneurial challenges.

Courseholder:

[Prof. Dr. Kristof Stouthuysen](#)

Finance and Accounting Simulation Tool (FAST)

What?

- Interpret an organisation's financial statements: balance sheet, income statement and cash flow statement and how they fit together.
- Understand how operational decisions impact an organisation's financial statements.
- Analyse an organisation's short-term and long-term financial risk, based upon its financial statements.
- Evaluate a firm's profitability and understand its different components.

How?

- Through a simulation of the activities of a fictitious company (Aquajet, a speed boat manufacturer) with gradually increasing complexity, focusing on its operational processes (e.g., buying raw materials, attracting labour, producing and selling boats, inventory build-up) as well as on the related financial transactions.
- By visualizing all operational and financial flows by means of tokens during a physical board game.
- Through analyzing all recorded changes in operating activities and financing via financial statements (on liquidity, profitability and solvency).
- By proposing actions that will improve Aquajet's performance.

Courseholder:

[Prof. Dr. Sophie Manigart](#)

Financing your Entrepreneurial Company

What?

- Understand how much financing is needed for the start-up and scale-up of an entrepreneurial company.
- Calculate and analyse the company's cost of capital.
- Develop a financing strategy for an entrepreneurial company, understand the relevance of various sources of funding and their availability.
- Apply appropriate valuation techniques for valuing entrepreneurial ventures.
- Implement methodologies to evaluate new investment projects.
- Learn how to negotiate with equity investors and understand the economics of term sheets.

How?

- By analysing and discussing real cases.
- By interviewing and attending entrepreneurs' and/or investors' guest lectures on their financing strategy and financing decisions.
- Through the development of a financing strategy for your own start-up.

Courseholders:

[Prof. Dr. Sophie Manigart – Prof. Dr. Mathieu Luyypaert](#)

Scaling your Venture

What?

- Understand the key growing pains of a venture.
- Determine the right pace of growth.
- Navigate the trade-off between structure and chaos.
- Develop an organizational structure for a growing venture.
- Optimize the hiring strategy for a scale-up.
- Build and maintain a culture when scaling.
- Develop a plan to scale your sales.
- Evaluate and support your growth financially and systematically.

How?

- Through tackling cases illustrating key growing pains and putting you in the shoes of the entrepreneur in charge.
- Through sessions by guest speakers, e.g. by co-founders of Showpad.

Courseholders:

[Prof. Dr. Veroniek Collewaert – Prof. Dr. Miguel Meuleman – Prof. Dr. Yannick Dillen](#)

IDEA GENERATION

Creative Thinking

What?

One of the first key skills any innovator needs, whether for a start-up or a more mature corporate, is being able to generate new ideas. As part of the creative thinking workshop, you will learn about and apply several ideation tools to enable you to come up with more and better ideas – part of the [Start-up Accelerator](#).

Courseholder:

[Prof. Dr. Yannick Dillen](#) and Prof Dr Yves De Smet

Design Thinking

What?

Every innovative solution is meant for an end user. Design thinking is a methodology that uses elements from the designer's toolkit such as empathy and experimentation to arrive at innovative solutions with that end user in mind. By using design thinking, you will make decisions based on what future customers really want instead of relying only on instinct or historical data. For this 2.5-day course, we invite prof. Sebastian Fixson from Babson College (USA) to take you through the ins and outs of this methodology, going from how to do user research, to ideation and prototyping, to implementing design thinking on your own start-up projects.

Courseholder:

[Prof. Dr. Sebastian Fixson](#)

IDEA CONVERSION

Sustainable Innovation Management

What?

- Discuss how to create a corporate environment that fosters creativity.
- Analyse a firm's innovation process.
- Assess the (innovation) ecosystem of a company and derive implications for its innovation strategy.
- Evaluate trade-offs when choosing innovation projects to build a balanced R&D portfolio.

How?

- By discussing many practical examples.
- Through simulations that highlight the trade-offs when choosing between different innovation projects.
- Through guest lectures on innovation management of large companies (such as Solvay) or innovative start-ups (such as Wireflies).
- By assessing a company's innovation strategy and providing recommendation for their innovation portfolio.

Courseholder:

[Prof. Dr. Robin Kleer](#)

Growing from Venture to Corporation

What?

- See how strategy can help entrepreneurs/managers grow their venture into a successful company.
- Understand the different strategy concepts that are used in the different phases of a company.
- Assess the quality of the strategy and the implementation skills.
- Make recommendations on how to adapt and improve the strategy and implementation.
- Build change journeys to realize the strategic targets.

How?

- By working on case studies.
- By discussing real-life and actual examples.

Courseholder:

[Prof. Dr. Kurt Verweire](#)

Technology Foresight

What?

- Assess the importance of technology foresight for a company.
- Evaluate the importance of new technologies for a company.
- Discuss the impact of future technologies on society and business.

How?

- By discussing many practical examples.
- Through guest lectures on usage of innovative technologies in companies and start-ups.
- By discussing interactions of new technologies and their impact.

Courseholder:

[Prof. Dr. Robin Kleer](#)

IDEA DIFFUSION

Marketing of New Products

What?

- Be familiar with, and able to apply, a selection of frameworks and concepts related to strategic marketing and customer-innovation-driven approaches.
- Understand and apply a selection of frameworks and concepts related to operational marketing approaches – including creative ways to manage marketing mix elements.
- Have analysed best-practice examples of strong marketing approaches by companies active in various industries.

How?

- Through the inclusion of a real-life case challenge co-facilitated by business representatives of a company in a start-up or scale-up phase.
- Via business guest lectures, an experience visit (TBC) and active coaching/realistic personalised feedback related to the deliverables required in the context of this course.

Courseholder:

[Prof. Dr. Frank Goedertier](#)

Digital Marketing Skills

What?

- Understand the digital marketing landscape.
- Learn the fundamentals of search engine advertising (SEA) and online display advertising (ODA).
- Design Display and Search campaigns with Google Ads.
- Evaluate and optimize Google Ads campaign.

How?

- By creating Google Ads Search and Display campaigns with a limited budget for your own business.

Courseholder:

[Prof. Dr. Koen De Bock](#)

BOOTCAMPS

Digital Transformation

Through this three-week Digital Transformation Boot Camp, we aim to provide students with insights in the challenges and opportunities associated with today's digitalizing business environment. Through week one, we will have a closer look at how traditional companies must change their perspective on creating customer value to be able to compete in the digital economy. Through week two, we will explore digital leadership behaviours, learn what creating a data-driven business entails, discover how can we transform strategy by taking an ecosystem perspective, how to venture beyond the core business and, finally, zoom in on prominent people, culture and change problems. The last week of the bootcamp, students will be able to integrate and apply the learnings from the Digital Transformation Bootcamp in real-life group case.

Courseholder:

[Prof. Dr. Stijn Viaene](#)

Strategic Innovation: Healthcare

The Healthcare Innovation Boot Camp is designed to equip MBA and Masters students with the skills to perform as an innovator to the health provider and the innovative life sciences technology producer sides of the healthcare value chain. Through the first week, we will focus on the global health system, its purpose and how we are moving more from a 'sick-care' system to a system geared to safeguarding population health & wellbeing. We will also dive into the management intricacies of the healthcare provider, and the hospital sector. Through the second week, we will focus on the strategy for the healthcare and life sciences industry, the pharma and MedTech sector. Students will learn how health technologies are created and commercialised in ecosystems for drugs and medical devices. On the last week, students will be able to defend your boot camp case to a panel of senior executives from major biopharma and MedTech companies and professors.

Courseholder:

[Prof. Dr. Walter Van Dyck](#)

Strategic Innovation: Fintech

The Strategic Innovation: Fintech Boot Camp goal is to build an in-depth understanding of the main drivers, forces and dynamics of the financial services sector. Students will welcome a diverse selection of industry experts that will focus on the impact of digitalisation, AI, blockchain, payment platforms, lending, investment management and insurance. Through the first two weeks, students will have a mix of content sessions. Examples of previous sessions subjects are: changing FinTech landscape, Fintech start-ups, AI Applications in financial services, market infrastructures (SWIFT, Euroclear...) After each session, students will work on group assignments. The last week of the boot camp will be dedicated to the final group real-life case, and students will present their solution to the jury.

Courseholder:

[Prof. Dr. Bjorn Cumps](#)

Sports Business & Digital Innovation

The Sports Business & Digital Innovation Boot Camp will focus on the business part of the sports industry. Students will be introduced to the industry and how digital technologies have changed the game of the sports business significantly. A second part of this bootcamp will discuss how digital technologies such as social media, sensors, virtual and augmented reality, data analytics and artificial intelligence push this industry further into “over-the-top” customer experiences. Through the first week, students will mainly focus on the sports industry, its stakeholders and the multiple revenue generating elements in the business such as sponsorships, ticketing, and media rights. Through the second week, we will focus on the entire range of innovative opportunities arising in the industry and that a sports manager should be able to take advantage of. Lastly, the students will have to apply their knowledge to two business challenges: a main challenge in collaboration with Flanders Classics (cycling) and a mini-challenge on Sport sponsorship.

Courseholder:

[Prof. Dr. Philippe Baecke](#)

Global Supply Chain Strategy

The Global Supply Chain Strategy Boot Camp goal is to understand how supply chain design and planning decisions impact the performance of the firm as well as the entire supply chain. This will be interesting for students aspiring to design and manage supply chain, either directly (logistics, planning) or indirectly (management consulting). Through the three weeks boot camp, students will engage in case-based classes where they will be expected to prepare beforehand and engage in class discussions. Collective reasoning and discovery will be critical to the success of the teaching method. In addition to the case-based classes, field trips will be organized, and business executives will be invited for guest lectures. On the last week of the boot camp, students will present their real-life case to the jury together with the rest of the team.

Courseholder:

[Prof. Dr. Robert Boute](#)

Strategic Innovation: Retail & Marketing of FMCG

The Strategic Innovation: Retail & Marketing of FMCG Boot Camp goal is to provide students insights related to new trends, challenges, and the different stakeholders that are involved in the marketing and retail of fast-moving consumer goods (FMCG). This means you will learn about new strategies in FMCG marketing, how to achieve business goals focusing on sustainability, trends and technology in marketing research etc. Through this 3-weeks boot camp, students will take part in sessions consisting of plenary talks, guest lectures, field visits, and coaching sessions. In addition to this, they will be asked to work on 2 big real-life challenges and 2 mini challenges facilitated by our business partners.

Courseholder:

[Prof. Dr. Xzavier He](#)

Data Science for Finance & Strategy

The Data Science for Finance & Strategy boot camp will provide students with all the tools they need to get started with machine learning (ML) and Artificial Intelligence (AI) in a business context. They will be exposed to current data and technology challenges that organizations face nowadays. Students will be provided with language, concepts, insights, and analytical tools to deal with these issues and improve their financial and strategic decision-making. Through the first 2 weeks, students will get acquainted with AI and ML and submerge themselves in the data science field. They will get an overview on techniques to model and summarize datasets, develop skills to design and use algorithms in Python and apply this to specific issues. The last week of the boot camp will be dedicated to a real-life case (Hackaton) that will be presented to a jury.

Courseholder:

[Prof. Dr. Kristof Stouthuysen](#)

Internationalisation

In this dynamic three-week course, students will immerse themselves in the complex world of international business expansion as they are challenged to develop an international expansion plan for a real organization. The first week focuses on global strategic insights and entrepreneurial dynamics, equipping students with essential frameworks for international growth. The second week delves into global market strategies, emphasizing practical decision-making in market selection and entry strategies. The final week culminates in crafting and presenting a real-world international expansion plan. This course blends theoretical knowledge with practical applications, preparing students to navigate and succeed in the global business environment.

Courseholder:

[Prof. Oli Mihalache](#)

START-UP ACCELERATOR

What?

The end goal of this accelerator is to help those who want to get their start-up off the ground and who want to get first-hand advice from seasoned entrepreneurs and investors. Remember, progress is the key objective - this may mean figuring out your venture is worthwhile pursuing, or worth pursuing but in a different form, or not worth pursuing. It's the journey that counts!

- Formulate key assumptions underlying any new business idea.
- (In)validate those key assumptions through engaging in extensive in-the-field research with key stakeholders (e.g., through interviews and MVP testing).
- Adapt business ideas based on feedback received from key stakeholders.
- Express new business ideas clearly to others and design different ways in which to do so (e.g., in wording/messaging, visually, through different channels).
- Make a go- or no go-decision on whether to proceed with their new business idea.

How?

- By designing experiments and tests to figure out whether your envisioned customers really are your customers, whether the problem you think you're solving is really what you should be solving, whether the way you think you should be targeting customers is truly the most efficient and effective way of acquiring your customers, etc.
- By receiving feedback and advice of experienced investors and entrepreneurs as mentors.
- By creating a new idea, designing visual aids to support that idea and getting advice on legal and funding questions related to your idea from people in the field.

Courseholder:

[Prof. Dr. Yannick Dillen](#)

INNOVATION CHALLENGE

What?

- Perform a technology readiness assessment.
- Assess the business potential of a technology.
- Develop a technology roadmap for implementation.

How?

- By working in a team on an actual technology.
- By getting coached in your process by technology experts and faculty.
- By presenting your results to the companies' innovation department.

Courseholder:

[Prof. Dr. Robin Kleer](#)

SILICON VALLEY DISRUPTION TOUR

What?

- Discover what makes Silicon Valley thrive as an entrepreneurial ecosystem.
- Assess the pros and cons of living and working in Silicon Valley.
- Draw inspiration, information and connection from talks by entrepreneurs, investors, innovators and researchers in the Bay area.
- Apply some of the lessons learned (e.g., concepts, trends, experiences from guest speakers) to your future work environments, whether start-ups or larger corporations.

How?

- Through visits and talks at start-ups, large organizations, accelerators, co-working spaces, and two of the top academic institutions in the world (e.g., Google, BigHat Bioscience, Shack15, Plug and Play).
- Through hearing some of the leading experts on topical trends and/or living and working in Silicon Valley (e.g., AI/ data-science researchers and entrepreneurs at UC Berkeley, tech entrepreneurs, Belgian expats and Vlerick alumni).

Courseholder:

[Prof. Dr. Andreea Gorbatai](#)

ELECTIVES

Gaming & Esports

Courseholders:

[Prof Dr Bjorn Cumps](#)

Business Development & Sales

Courseholders:

[Prof Dr Adam Rapp](#)

The Leader as Negotiator

Courseholders:

[Prof Dr Barney Jordaan](#)

Family Business

Courseholders:

[Prof Dr Philippe Haspeslagh](#)

Data-Driven Project Management

Courseholders:

[Prof Dr Mario Vanhoucke](#)

Social Entrepreneurship

Courseholders:

[Prof Dr Veroniek Collewaert](#)

Advanced Corporate Finance

Courseholders:

[Prof Dr Wouter De Maeseneire](#)

Managing Risk to Maximise Opportunity

Courseholders:

[Prof Dr Kerstin Fehre](#)

Introduction to applied AI with Big Data

Courseholders:

[Prof Dr Philippe Baecke](#)

Mergers & Acquisitions

Courseholders:

[Prof Dr Mathieu Luybaert](#)

ELECTIVES

Turning Supply Chain Management into a Competitive Advantage

Courseholders:

[Prof Dr Behzad Samii](#)

How to Decarbonize an Economy

Courseholders:

[Prof Dr David Veredas](#)

Advanced Strategy

Courseholders:

[Prof Dr Kerstin Fehre](#)

Organisational Design - Turning Strategy into Organisational Structuring

Courseholders:

[Prof Dr Dirk Buyens](#) and [Prof Dr Kerstin Fehre](#)

Mastering Disruption - Entrepreneurial Strategies for a Digital and Global World

Courseholders:

[Prof Dr Oli Mihalache](#)

IN-COMPANY PROJECT

What?

Take the opportunity to apply all of your knowledge and skills to analyse and solve a specific business issue for an innovation company or a start-up. You'll be responsible for managing an innovation project by turning theory into concrete and actionable results. It's also the perfect opportunity to enlarge your network with seasoned entrepreneurs and innovation professionals. According to your effort and motivation, this project can take place in Belgium or abroad.

OR

START-UP PROJECT

What?

Entrepreneurial students with a new business idea will get the chance to work on their own start-up idea for two months fulltime. This dedicated period should allow you to launch your venture, along with the help of Vlerick coaches and partners.

PERSONAL DEVELOPMENT

Negotiation Skills

What?

- Distinguish between the taking of positions and the exploration of interests in negotiation.
- Apply creativity to find integrative solutions to difficult negotiation situations.
- Communicate more effectively in negotiation.
- Prepare better for future negotiations.
- Manage the three dimensions of negotiation more consciously.

How?

- Through a series of simulations, exercises and cases that increase in complexity over the course.

Courseholder:

[Prof. Dr. David Patient](#)

Management Skills

What?

- Enhance your personal and professional growth by developing a number of important competencies, both on the individual level (e.g., knowledge of your own cognitive and interaction style) and the professional level (e.g., presentation skills, brainstorming skills, communication skills, giving and receiving feedback, intercultural awareness).
- Use some basic theoretical frameworks, practical information and hands-on experiences to reflect on and manage group dynamics and interaction between people.

How?

- By working on a real business case and pitching your solution as consultants to the client company.
- By reflecting on the team processes while working on the problem, with the help of coaches and the theoretical frames provided.

Courseholder:

[Prof. Dr. Ralf Wetzel](#)

Presentation Skills

What?

- Develop a presentation flow, with an awareness-creating introduction, a main body with clear messages, and an ending that secures the outcomes.
- Use slides and other aids as a means of transmitting their messages.
- Deliver presentations, aware of their individual appearance and connecting with the audience.

How?

- By trying out your communication and presentation skills in various short exercises.
- By developing and performing presentations.
- Through direct feedback on the spot to improve your performance.

Courseholder:

[Prof. Dr. Frank Goedertier](#)

Career Skills

What?

- Pitch your strengths and talents, clarify your career values and energy drivers, and match them with specific jobs and company cultures.
- Effectively prepare for the different stages of the job search process in order to successfully land a job that will give you career satisfaction.

How?

- Through a mixture of in-class sessions, coaching in small groups, and many practical exercises.
- Through exchanges with practitioners and a diverse group of young and senior Vlerick alumni.
- By using the Career Focus Tool, a practical tool that will facilitate your job search.

Courseholder:

[Ms. Veroniek De Schamphelaere](#)

My Vlerick Development Portfolio (MyVDP)

What?

- Take the necessary actions to develop and optimise your potential during your Masters at Vlerick and get support from your peers.
- Describe your learning process, demonstrate the progress you made, and make it visible by taking charge of your own learning.

How?

- By completing a 360° assessment, peer feedback, and individual as well as several (group) coaching moments you will compile a portfolio to enable you to reflect and be critical of yourself, and help you understand your strengths and weaknesses, not only as you define them but also through the eyes of others.

Courseholder:

[Ms. Veroniek De Schamphelaere](#)

Diversity, Equity & Inclusion Awareness Track

What?

- Recognise the challenges and grasp the unique opportunities of managing yourself and others in diverse settings.
- Understand and articulate the pervasive but often hidden influence of culture on behaviour, particularly with respect to management philosophies and practices.
- Heighten your understanding and appreciation of differences between people and also how to manage diversity in order to achieve better results.

How?

- Through experiential exercises, discussion and self-reflection on the many facets of diversity and how we relate to them.
- Via a self-paced online tool & resources, leaving more room during the encounter itself to experience.

Courseholder:

[Prof. Dr. Andreea Gorbatai](#)