



FOR DIP INNOVATION MANAGEMENT









WILLIAM J. CLINTON LEADERSHIP

Innovation BOSI PROGRAMME

PROGRAMME DATES

January September

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PROGRAMME FORMAT

Blended (face-to- face and online sessions)

LOCATION

QUB campus, Belfast D Hotel, Drogheda Online



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English

PRICE

£2467 Fully funded by InterTradeIreland for Innovation Boost participants

WHO SHOULD ATTEND

Science, Technology and Engineering individuals who wish to build core management and leaderships skills to lead innovation and drive change for the future.







OVERVIEW



The InterTradeIreland Career Boost programme connects you to a real job with support in either the Science, Engineering or Technology field.

Career Boost gives you a unique opportunity to step into a project manager's role early on in your career, with the opportunity to benefit from academic support and gain a Post Graduate Diploma in Innovation Management.

The Pg Dip Innovation Management is designed to boost the careers of tomorrow's business leaders who work for progressive and leading SMEs across the island of Ireland.

The course incorporates 'soft skills' development in leadership and management as well as developing the participants' market knowledge and capabilities to innovate.

The course compliments and synergises the participants learning on their Innovation Boost project. Delivery of the project within the business is priority under Innovation Boost. Therefore any participant who chooses to undertake the PG DIP must be aware that it is their responsibility to ensure the balance of workload between project delivery and study.

YOU WILL WALK AWAY WITH

- A Queen's University Post Graduate Diploma in Innovation Management
- The capability to take a holistic view of a business and develop the management and leadership skills necessary to lead with confidence and work collaboratively across the company.
- The knowledge and capabilities to innovate within your business.
- The skills, tools and support needed to open your mind and boost your career.

CONTENT

Students must complete 60 CATS per semester. The award of PgDip is based on the accumulation of 120 CATS. The programme comprises six core taught modules over the ten month duration of the programme.

HOW THE ORGANISATION BENEFITS

Graduates from the William J. Clinton Leadership Institute help to advance both the success their employer and their personal development through their unique innovation and leadership learning experience on the Post Graduate Diploma. The core programme focus is to boost capabilities and expertise in both leadership and innovation, ensuring that the organisation is equipped to embrace future opportunities, explore new products and markets and so maintain competitive edge. Participants on the programme transfer their experience, knowledge and skills back into the organisation, presenting an opportunity to drive the organisation forward. Where two participants from a company join the programme, the benefits are the doubly amplified with both the sponsored graduate and the accompanying experienced team member transferring the positive focus across the organisation.

YOUR FUTURE

Graduates from the Innovation Boost PgDip Innovation Management go on to make a positive contribution to engineering, science and technology business in the UK & Ireland and internationally. Some of our graduates



choose further study where they engage in leading-edge research that fosters new ideas.

Liam Armstrong, Graduate from the PgDip Business and Management said;

"The Innovation Boost program allowed me to both simultaneously work and learn at the same time. Working in an SME and continuing to further my education allowed me to gather a wide range of knowledge of how all aspects of business work, not just my own specific sector. Following the end of the Innovation Boost program I continued to work in the Company I was assigned for a further 3 years, undertaking a range of different roles.

This combination complements each other very well, creating an understanding of how business operates and why decisions are made at various levels. The program itself acts as a great bridge between University and a professional career, building a base for further career progression within industry.

As I progress further through my career, I can see the advantages and benefits the program has given me. It has fast tracked my understanding and development of how industry works, which will prove beneficial as I aim to progress towards management level.

I couldn't recommend the Innovation Boost program enough to any person considering it as part of a career path. It has served me well in my career and I would be certain that other potential candidates would have the same experience as myself"



WHO IS THIS PROGRAMME FOR

INTERTRADEIRELAND CAREER BOOST PARTICIPANTS

Science, Technology and Engineering graduates who have been appointed to roles onto the InterTradeIreland Innovation Boost programme are eligible to apply through InterTradeIreland to enrol onto the Postgraduate Diploma. Course fees are included in the InterTradeIreland Career Boost Programme graduate package.

Organisations participating on the InterTradeIreland Innovation Boost initiative and having enrolled a graduate on the PgDiploma may submit an application for additional, non-graduate employees, to join the programme. Individuals will be requested to fulfil the requirements shown below to evidence their experience in lieu of a university degree to qualify for acceptance on to the programme.

The course fees of £2467 shall apply for each additional participant to join.

ENTRANCE REQUIREMENTS

Normally a 2.2 Honours degree (or equivalent qualification) in any discipline. Applicants holding a degree below 2.2. (or equivalent qualification in

any discipline) and sufficient relevant experience (normally a minimum of 1 years' professional experience) will be considered on a case by case basis.

We welcome applications from experienced colleagues of the Innovation Boost graduate, so will consider prior relevant working experience. Candidates without a degree are eligible to apply through the University's RPL Policy (go.qub. ac.uk/RPLPolicy).

VISA REQUIREMENTS

If you are a non UK or non Irish national you will require a visa to join this course. QUB International Student Support team can advise on the requirements and the application process. https://www.qub.ac.uk/sites/iss/ VisasImmigration/

DURATION - 10 months part time

TEACHING TIMES - The course delivery and schedule is designed to fit around the working week, with a mix of face-to-face on campus modules and online sessions. Modules are at weekends, lunchtime and evenings. Innovation BOST

PROGRAMME OUTLINE

Participants attend 6 core modules and a Leadership Development Journey spread out across 10 month programme with cohort start dates in January and September for each year.

In total, participants will have 12 days of core modules and 4 days of leadership development interventions. In addition to this, between the modules and leadership development interventions, participants will need to allow on average 4-5 hours a week of study time.

Using a variety of learning experiences such as assigned pre-readings, workshops and lectures, case studies, group break-out discussions, course assignments, and meeting business leaders, participants will sharpen their leadership and management skills as well as their digital acumen. Delivery will be a convenient mix of online and in-person weekends in Belfast and Drogheda to fit around your busy work and personal schedules, wherever you are located on the island.





ASSESSMENT

A variety of methods, including individual and group work, presentations, case studies, class tests and dissertation will be used. Both summative and formative assessment methods are adopted throughout all modules, which span from practical computer based work, to class tests, group and individual presentations and academic essays. Timely feedback is provided on the students' performance.

GUEST SPEAKERS

Students have the opportunity to join our Leadership Community and hear from industry professionals and academics who regularly deliver expert masterclasses and talks.



COURSE CONTENT

LEADERSHIP SKILLS **INTERVENTIONS**

Dr Louise O'Meara

Four leadership skills interventions underpin the Pg Dip Innovation Management, providing a core leadership foundation to support the dynamic implementation of effective innovation.

ORIENTATION WORKSHOP: YOU AS A LEADER

Interventions kick off with an interactive full-day orientation workshop incorporating Insights Discovery® Psychometric profiling. In this you will review your personal communication preferences and style and discover how to tailor your leadership approach to lead and manage those with differing profile types.

INTERVENTION 1: AN INTRODUCTION TO LEADERSHIP

This explores leadership and how it differs from management, introducing a leadership framework which participants apply it to their own contexts. It also considers a range of leadership styles.

INTERVENTION 2: ADOPTING A COACHING APPROACH

This intervention focuses on the practice of coaching as it relates to leadership. It examines how leaders can use the mind-set and skillset of coaching to bring out the best in those they work with.

INTERVENTION 3: TEAM BUILDING

In this intervention we consider a number of core models that help us understand team dynamics; and explore what makes for high performing teams and how leaders can help develop these.

INTERVENTION 4: LEADING CHANGE AND TRANSITION

Here we introduce a number of models to support exploration of participants' responses to organisational change; and consider a range of techniques to support leaders and those they work with to navigate successfully through change.

BUILDING INNOVATION CULTURE

Dr Raymond Randall

Maintaining an organizational culture that is continuously driven to explore creative and innovative solutions can be as difficult as it is to develop one - after all, once a new idea becomes successful, organizations are naturally inclined to repeat the success rather than continuing to innovate. In this first module, we will cover what the characteristics of an innovation leader are and how to embed a culture of innovation within the organisation. Next to understanding what an innovative culture entails, how leaders at all levels can keep the innovation (growth mind-set) and how to influence others without having authority.

On completion of this module, participants will be able to:

- innovative
- . cultures
- mind-set

BOOSTING PRODUCTIVITY

Professor John Turner

In this module you will focus on the key management challenge facing managers in the twenty-first century: boosting productivity. This challenge is for all managers across the private and public sectors and the future health of national economies.

You will;

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- economy
- Appreciate the role of innovation as a driver of productivity
- Understand why productivity has been on the decline •
- Know the importance of WFH, employee health and wellbeing • for firm productivity
- .
 - productivity



• Understand how to embed a culture of innovation: how to instil the willingness and ability of the business to become and or stay

Assess and critique the ins and outs of implementing innovative

Develop the capability to create urgency and a social movement for innovation, i.e. to involve, engage and excite others Analyse and evaluate the development of innovation (growth)

• Understand why productivity is important for businesses and the

- Appreciate what good management practices are
- Understand the importance of good management for

<text></text>	This module will provide participants with insight into the types of technologies that will enrich their innovation strategy and boost their business performance. It aims to assist with a mind-set change - encouraging participants to understand, explore and reflect on a range of potential technologies that could assist in running their business resulting in operational efficiencies. Skills and tools are covered to equip participants with the know-how and confidence to take the next step and implement new technology. Examples of technologies covered on the course include analytics, cloud computing, artificial intelligence, internet of things and augmented reality. The module drives participants to devise a brief business case, upon reflection of what they have learned, of what technologies could be implemented in their business to boost their innovative strategy. Students gain the knowledge to;	STRATEGIC CHANGE LEADERSHIP Dr Ulf Bosch
	 Critically evaluate the role and impact of modern technology can have on innovation. Critically evaluate of digital tools that can assist with a data analytic approach to business innovation Critically evaluate how a range of emerging technologies could be utilised within SMEs to drive innovative solutions resulting in business efficiencies. Understand the ethical challenges of implementing modern technologies and develop strategies to overcome them. 	<section-header><text></text></section-header>
DATA DRIVEN DECISION MAKING Professor Min Zhang	 This module focuses on how data and analytics can be used to inform managers' decision-making. A range of business analytics and decision-making tools and techniques will be explored. The module is designed for business professionals who want to apply analytics techniques to understand the market and customers and drive innovation. The main purpose of the module is to give participants an understanding of how to look at data and identify insights, and improve their abilities of decision-making and problem-solving. It aims to enable business leaders to integrate data into their decision-making and understand when to use (and how to interpret) descriptive, diagnostic, predictive, and prescriptive analytics. The module enables business leaders to understand the potential and limitations of data resources, get a broad overview of business analytics concepts, and how they can be used to drive innovation. On successful completion of this module, students should be able to: Develop skills for analysing business problems and data-driven decision-making; Understand the stages and tasks of business analytics projects; Critically evaluate data and analytic tools; Create data-based decision-making models and information management strategies; Critically evaluate how to gain competitive advantages by capturing data-enabled 	

TEGIC **IGE ERSHIP**

This module reviews the holistic perspective of strategic change leadership in the context of innovation. Organisations are not meant to be static. In a world of increasing competitive dynamism, market volatility and socio-technological transformation, companies have to constantly adapt and change. An organisation's willingness to disrupt itself and the ability to continuously mobilize behavioural change has become a mission-critical capability in today's business world.

- Explore the impact of the digital intelligence era and technology-driven • disruption on organisational adaptation
- .
- Reflect on the reasons and possible remediation for resistance to change •
- Familiarise with the concept of concept of organisational change including the dynamics and elements that can foster buy-in, agility and innovation •
- context of innovation
- eminent companies

Innovation invariably generates a range of organisational challenges for managers and leaders. This module focuses on the considerations and challenges that small and medium sized businesses face when seeking to innovate. Most businesses do not undertake innovation and instead persist with the same products and services that eventually erode their market share and business performance. We shall examine the benefits of innovation and the myriad ways that firms can create the knowledge to undertake innovation. Specifically, we explore the role of business networks, Research and Development (R&D) and Intellectual Property strategies in enhancing innovation. The module also explores how businesses manage the tension between maintaining existing operational commitments and introducing innovation. Not all innovation efforts will be successful and the module will also look at why innovations fail and the processes that businesses can put in place to reduce the probability of failure or to fail early. Throughout the module, participants will be challenged to reflect on their own organisations, apply their learning and engage with others on the module to critically assess the frameworks, toolkits and case examples of other businesses.

be able to;

- innovation.
- commercialization.

The Strategic Change Leadership module will give you the skills to:

- Critically evaluate the need for change in organisational contexts

Identify and evaluate the different ways/approaches organisations can change Explore the roles and capabilities of leaders in the change process and in the

Practically apply the knowledge introduced in the module to cases of pre-

On completion of the Designing Innovative Organisations modules students should

Critically evaluate the complex and diverse nature of innovation. Critically assess the performance benefits to businesses of undertaking

Evaluate alternative ways to generate knowledge to drive innovation. Identify the business tensions that exist in balancing 'operating' and 'innovating'. Evaluate alternative business processes to manage innovation from idea to

Identify the factors that lead to failure in innovation and mitigation strategies.

A RUSSELL GROUP UNIVERSITY

As a member of the Russell Group, we are one of the UK's 24 leading universities, providing our students with a world-class education underpinned by world-class research. Queen's researchers work closely with more than 250 universities around the world.

RESEARCH AND TEACHING EXCELLENCE

Our teaching quality is recognised as being of the highest standard. Queen's students are taught by academics who are informed by the latest discoveries in their fields. The University has won five Queen's Anniversary Prizes for Further and Higher Education, for world class achievement in green chemistry, environmental research, palaeoecology, law and for Northern Ireland's Comprehensive Cancer Services (CCS) programme. The latest UK Research Excellence Framework 2014 revealed that all academic areas at Queen's have research assessed as 'world leading', and the University's research strengths are reflected in the quality of our teaching.

WORLD-CLASS CAMPUS

Queen's has one of the most modern campuses in the UK, including the award winning McClay Library, one of the finest libraries in the world and home to 1.2 million volumes and 2,000 reader places. Other highlights include our newlook Students' Union, and the state-of-the-art Physical Education Centre – used as a training camp for the 2012 Olympics. Queen's University and the Leadership Institute campus at Riddel Hall are located within easy walking distance of the city centre.

TRAINING AND DEVELOPMENT

The William J. Clinton Leadership Institute offers a tailored development programme to help inspire and empower you to reach your full potential. It is embedded within a continuous process of reflection and self-evaluation. • Inspire you to lead with impact through access to thought leaders • Develop your skills through an individual training programme • Apply these skills and knowledge through realworld challenges.

Throughout the academic year, the Institute with Queen's Business School runs a series of events to allow students to connect with diverse perspectives from across the University and our Leadership Institute community

Visit www.leadershipinstitute.co.uk

WHY QUEEN'S?

6th in the UK for research intensity

BELFAST VOTED NUMBER 1 REGION in the world to visit in 2018 (lonely planet, 2017)

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NORTHERN IRELAND IS THE HAPPEIST PLACE IN THE UK

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COST OF LIVING IN THE UK (Lloyds Bank Happiness Index 2020)

LOWEST STUDENT

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GAME OF THRONES FILM LOCATION AND ACTIVITY TOURS



Combine your on campus weekends with experiencing all that Belfast and Northern Ireland has to offer;

- Beautiful scenery and outdoor adventures such as the Giant's Causeway or hiking in the Mourne Mountains.
- Titanic Belfast is the World's Best Visitor Attraction (World Travel Awards 2016).
 Game of Thrones' film location and activity tours.
- Great entertainment and nights out; a buzzing arts and social scene from festivals, theatre and international events to historic pubs, stylish bars and brilliant shopping.
- Northern Ireland: happiest place in the UK (Lloyds Bank Happiness Index 2020).
- Belfast is easily accessed from the rest of the Ireland with excellent road and transport links to most major cities.

ABOUT BELFAST AND NORTHERN IRELAND





PROGRAMME FACULTY



DR HANGFEI GUO Director of Certificate & Diploma Programmes

Hangfei joined as a Lecturer in Management at Queen's University Belfast in October 2019. Previously, Hangfei was a Lecturer in Operations Management at the University of East Anglia (2015-2019). Hangfei gained her Ph.D. in Business (2015) from McMaster University (Canada) and MPhil in Business (2011) from Lingnan University (Hong Kong). Hangfei's main research focus lies on operational research, operations management and supply chain management. Her current research aims to bridge the gap between mathematical tractability and practical applicability using analytical models and optimization techniques on one hand and empirical studies employing data-driven and prescriptive methods on the other hand. Hangfei has published papers in leading journals such as International Journal of Operations & Production Management, International Journal of Production Economics, International Journal of Production Research and Naval Research Logistics.



DR LOUISE O'MEARA Programme Director

Louise brings twenty-five years' experience in supporting leaders and managers to focus and optimize the creativity, energy and spirit of others to achieve success at the 'double bottom line', achieving outstanding results.

Louise is an accredited Academy of Executive Coaching (AoEC) coach and a member of the Association of Coaching (AC) and is highly experienced coaching and facilitating public and private sector executives at a wide range of organisations.

Louise has developed significant expertise in facilitating process design, strategic planning and change management with multi-stakeholder teams. Louise holds a Bachelor of Social Science (Honours) and an Advanced Certificate in Group Psychotherapy. She received her PhD in Leadership and Collaboration in 2016.

PROGRAMME FACULTY



DR. RAYMOND RANDALL Course Instructor

Dr. Raymond Randall is a Registered Occupational Psychologist and BPS Chartered Psychologist, with over 25 years of experience in research, teaching, and consulting in his field. His most recent academic post was at the worldrenowned Institute of Work Psychology, University of Sheffield. He now works as an independent consultant and as a trainer delivering postgraduate and executive education programmes.

His expertise is underpinned by his research in employee selection, well-being, leadership, teamwork, and the evaluation of change. He has focused on how changes to organisational and management practices can make a positive impact on employees. This innovative work has been published in many prestigious business and management and applied psychology journals. He is an editor and lead author of Work Psychology: Understanding Human Behaviour in the Workplace.

In his practice he has worked with numerous public-, private- and third-sector organisations to successfully implement, monitor interventions that utilise findings from good psychological research. His work provides stakeholders with fresh insights about how and why organisational change works, enabling them to better achieve their objectives.

Raymond has worked at several prestigious UK Universities: University of Nottingham (where he obtained his MSc and PhD), City University, University of Leicester, and Loughborough University (where he received the Dean's Award for Teacher of the Year). He has developed and led numerous impactful research projects and leading-edge courses ranging from undergraduate to executive education programmes. He has also supervised many PhD and MSc students who have made a significant impact with their work in a variety of organisations.





PROGRAMME FACULTY



PROFESSOR NOLA HEWITT-DUNDAS BA, PHD, FRAS **Pro-Vice-Chancellor**

Nola Hewitt-Dundas is Professor of Innovation Management and Policy and Pro Vice-Chancellor for the Faculty of Arts, Humanities and Social Sciences at Queen's University Belfast.

Her research on innovation focuses on two strands: (1) innovation systems, i.e., the interrelationship between business, education, and government and (2) the effect of public sector intervention to enhance innovation success, business growth and profitability. Her research has been published consistently in the leading academic journals including Research Policy, Technovation and Small Business Economics and she has been appointed to leading Editorial boards. She has been involved in over 30 externally funded research and consultancy projects with the most recent project being 'Smart Nano NI', a £63.9m project bringing together advanced prototyping and smart manufacturing methods to deliver new technologies incorporating nano manufacturing and photonics.

Nola is currently a Senior Fellow of the UK Enterprise Research Centre and a member of the UK Panel for REF2021. She has previously held appointments as fellow for the National Endowment for Science, Technology and the Arts, London, a UK Thought Leader for the UK Economic and Social Research Council and Innovate UK on the development and integration of social science in UK science and industrial policy and has served as elected Council member of the UK Chartered Association of Business Schools. She has advised various public sector organisations including the Northern Ireland Assembly, the Department for Business, Energy & Industrial Strategy, London, the EU, OECD, Government of Mexico through the World Bank and between 2014-2016 was Advisor to the Northern Ireland Minister for Finance and Personnel on public sector reform.

PROGRAMME FACULTY



PROFESSOR JOHN TURNER **Professor of Finance**

John Turner is a Professor of Finance and Financial History at Queen's University Belfast and is the founder of the Centre for Economic History and a co-founder of the Long Run Institute. He heads up Northern Ireland's Productivity Forum. He is the former Head of Queen's Business School. He has been a Houblon-Norman Fellow at the Bank of England and an Alfred Chandler Fellow at Harvard Business School. He is an editor at the Economic History Review and Economics Observatory. He has recently co-authored Boom and Bust: A Global History of Financial Bubbles, which was listed as a Financial Times best book of the year in 2020.



BRENDA CLERKIN Lecturer of Practice

Brenda is an experienced Lecturer of Practice at Queen's Business School and leads the Digital Transformation Toolbox executive programme at the Clinton Leadership Institute. A transformation champion, Brenda brings over 14 years' experience working in practice with a 'Big 4' professional services firms. This experience spanned small and medium enterprises, based in the UK and Ireland, to large multinational organisations across a number of different industries including aerospace, agriculture, leisurewear, luxury apparel, utilities and the public sector. Brenda is passionate about improving how businesses are run and views a dynamic combination of effective leadership and the implementation of digital technologies as critical to organisational success. Brenda brings leadership theories to life through the application of real world experience and insight.





PROGRAMME FACULTY



DR ULF BOSCH Professor of Practice

Dr Bosch is a highly experienced strategist and leadership expert, business consultant, author and keynote speaker and is Professor of Practice at Queen's Business School. He leads the Strategic Change Leadership for Digital Transformation programme at the William J. Clinton Leadership Institute (WJCLI) and is a founding member of the Centre for Leadership, Ethics and Organisation (CLEO), an interdisciplinary research centre based at QMS. He holds a PhD in Strategy from King's College London and a MBA from the China Europe International Business School in Shanghai. Ulf has more than 20 years of international experience serving as Head of Organisational Change and Talent Management with top-management consultancies. He has personally lead multiple large-scale transformation and leadership programmes for some of the world's best-known organisations across various industries. Ulf Bosch's research focusses on the problem of managing organisations in the face of environmental discontinuities from a strategy and organisational transformation perspective.



PROFESSOR MIN ZHANG Course Instructor

Min Zhang is a Professor in Management at Queen's Business School at the William J. Clinton Leadership Institute. Professor Zhang is highly regarded as a specialist in the areas of Data and Business Analytics, Operations Management, Supply Chain Management and Innovation Management.

Min is particularly interested in university-industry collaborations and the transfer of academic research output to the benefit of the organisational environment and society. Min is passionate about adding value through innovation and empowering professionals to make informed knowledge based decision utilising measurable analytical tools. Professor Zhang leads the InterTradeIreland Innovation Boost PG DIP programme, having directed the Career Boost programme for many years.

Min was previously a Research Fellow (Operations Management) at the University of Nottingham and Lecturer and Senior Lecturer in Operations Management at the University of East Anglia. He gained his Ph.D. in Operations Management from The Chinese University of Hong Kong and Bachelor and Master degree from Nankai University.

EXCEPTIONAL EXECUTIVE EDUCATION EXPERIENCE

William J. Clinton Leadership Institute delivers executive education programmes with the aim of creating real impact for leaders, managers and their organisations. Our mission, while addressing future work skills and workplace requirements, is to empower and develop leaders and future generations of leadership to create positive social and economic impact for a better world. Our executive programmes synergise the rich Queen's University academic heritage with cutting edge leadership thinking and techniques from experts at William J. Clinton Leadership Institute and Queen's Business School. Real world industry insights and exciting new developments from our university research centres contribute to building leadership expertise, transforming individual and organisational performance and boosting competitive edge.



CONTACT US

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Hannah Costello Programme Advisor T: +44 (0) 28 9097 4665 E: leadershipinstitute@qub.ac.uk





William J. Clinton Leadership Institute are proud to partner with InterTradeIreland to bring you the Post Graduate Diploma in Innovation Management, part of the Innovation Boost programme.

Our immersive programme has been expertly designed to develop your skills to lead and innovate with confidence for the future in the Science, Technology and Engineering sectors. We shall offer you new perspectives and empower you to embrace innovation and drive strategic change for your organisations, now and for the future.

Throughout this exciting programme you will have the opportunity to network and learn from likeminded participants from a range of backgrounds and our wide range of internationally experienced faculty.

I look forward to welcoming you to this programme.

Dr Hangfei Guo Director Certificate and Diploma Programmes

