

EMBA-2527-111 New Product Development

Name of lecturer(s) & Email	Phase, Status, Timing	ECTS*, CH & SDL**
Frédéric OOMS fooms@uliege.be	Specialise Phase Compulsory Between 19/9/26 – 10/10/26	3 24 66

Description of the course

This course helps mid-career executives think and act like entrepreneurs whether they launch a start-up or innovate inside an established firm. It begins by the entrepreneurial mindset: drawing on neuroscience research and Sarasvathy's effectuation theory, you'll explore how cognitive flexibility, experimentation and "affordable-loss" logic let innovators thrive amid uncertainty. Next, we give you two disciplined roadmaps for new venture creation. Steve Blank's Customer Discovery shows how to leave the building, test real-world problems and iterate fast; Bill Aulet's 24-step Disciplined Entrepreneurship then guides you from selecting a beach-head market to scaling a repeatable business model.

Because tomorrow's ventures will be co-built with algorithms, a full module is devoted to Generative AI: you'll practise using large-language-model tools to harvest customer insights, brainstorm concepts, draft business cases and prototype in hours rather than weeks—while critically examining the limits and ethics of AI "co-founders." Finally, we move from start-ups to the corporate arena. You'll dissect corporate entrepreneurship and the Core-Edge methodology, learning how to protect and grow the core business while incubating disruptive "edge" initiatives—plus the structures, incentives and leadership behaviours that let intrapreneurs flourish. The course complements EMBA-2527-110 by shifting from what innovators build (Lean Startup, Design Thinking, societal value) to how they think and organise to keep innovating. Graduates leave with a scientifically grounded mindset, a tested toolbox, and a strategic blueprint for leading opportunity discovery and innovation—again and again—wherever their careers take them.

Course units

- Unit 1: Entrepreneurial Mindset – Neuroscience & Effectuation
- Unit 2: Customer Discovery Methods (Lean Startup & Steve Blank)
- Unit 3: Disciplined Entrepreneurship & Opportunity Development.
- Unit 4: Generative AI for Customer Insight and Business Design
- Unit 5: Corporate Entrepreneurship & Intrapreneurship
- Unit 6: Core-Edge Innovation Methodology
- Unit 7: Synthesis – From Mindset to Action

Course Learning Outcomes (CLOs)

By the end of the course, students will be able to...

1. Adopt an Entrepreneurial Mindset: Explain the neurological and cognitive foundations of entrepreneurial thinking (e.g. cognitive flexibility) and apply effectuation principles (bird-in-hand, affordable loss, etc.) to make decisions under uncertainty.
2. Identify and Validate Opportunities: Utilize customer discovery methods (Steve Blank's approach) to test assumptions — "get out of the building" to gather customer insights — and iterate on business model hypotheses using Lean Startup techniques. Apply Structured Innovation Frameworks: Employ Bill Aulet's Disciplined Entrepreneurship 24-step framework to systematically progress from idea generation through product-market fit to a scalable business model, demonstrating a disciplined, data-driven approach to venture development.
3. Leverage Generative AI for Innovation: Integrate Generative AI tools into the innovation process to enhance customer understanding, creative brainstorming, and rapid prototyping – for example, using AI to analyze market data, generate product ideas, or even as an "AI co-founder" that automates tasks and guides next steps in venture creation.
4. Drive Corporate Entrepreneurship: Differentiate between entrepreneurship and intrapreneurship, and apply core-edge innovation strategies in a corporate context – i.e. improving core business processes while also incubating "edge" initiatives that could become new growth engines.
5. Innovate within Organizations: Design and evaluate programs that foster an entrepreneurial culture in established firms and formulate plans to champion innovation projects within one's organization (overcoming corporate barriers to change).

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page

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Contribution to Programme Learning Objectives (PLOs)***

PLO 1.1. Design and communicate a compelling strategic vision that motivates and aligns cross-functional teams to achieve organisational goals.	Reinforcement
PLO 1.2. Demonstrate collaborative leadership skills, effectively resolving conflicts, negotiating, and engaging diverse teams to reach optimal outcomes.	Reinforcement
PLO 1.3. Communicate the strategy to make it understandable to anybody in the organisation and to the stakeholders.	Mastery
PLO 2.1. Apply critical thinking and data-driven decision-making to detect, assess megatrends and technological disruptions (diagnose).	Mastery
PLO 2.2. Develop a set of clear and motivated decisions about the key element of the corporate strategy in response to market shifts: purpose, vision, missions, business model, portfolio, scopes, values & culture, digitalisation, innovation, organic and non-organic growth strategy.	Mastery
PLO 2.3. Plan the implementation of the corporate strategy and digital transformation enabling teams to adapt smoothly to evolving business environments and technological advancements.	Mastery
PLO 3.1. Assess the long-term implications of business decisions on ESG factors and create strategies that balance profitability with social and environmental responsibility.	Reinforcement
PLO 3.2. Lead cross-cultural teams effectively and incorporate global perspectives into business strategies, demonstrating empathy and adaptability to diverse stakeholder needs to foster an authentic corporate citizenship.	Reinforcement
PLO 3.3. Use the entrepreneurial toolbox and mindset to shape innovative scalable solutions responding to new societal challenges.	Mastery

Contribution to the Environmental, social and governance (ESG)

Course Contribution to ESG: YES
 Contact Hours are dedicated to ESG: x
 Contact Hours containing climate solutions for how organisations can reach net zero: x
 Description of contribution: x

🌱 This course contributes to the [Sustainable Development Initiative](#) at the Solvay Brussels School of Economics & Management

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Assessment methodology / Learners Use of Time and Load

Evaluation scale

0-20

Pre-Assessed Task: Readings

- Value of pre-assessed task: 20 %
- Type of assessment: Individual
- Deadline: TBC
- Guidelines: on Canvas
- Feedback Provision: in class

Key-Assessed Task: Innovation & Entrepreneurship Playbook

- Value of pre-assessed task: 80 %
- Type of assessment: In-pair
- Deadline: 2 weeks after the class
- Guidelines: Will be provide in class
- Feedback Provision: Rubrics

Learning Materials

Readings

Books / Articles

- Disciplined Entrepreneurship - Bill Aulet
- Effectual Entrepreneurship (3rd edition) - Saras Sarasvathy & Glen B. Wheatly
- Proprietary videos (only for use in the course) + companion book + Flora (Ethias) case

Cases (available in Canvas)

- Flora case by F. Ooms & F. Pirnay
- other case will be provided

Other Learning Materials

NA

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