



PRODUCT INNOVATION & ENTREPRENEURSHIP

A programme to profile future
'PRODUCT INNOVATION MANAGERS',
supported by
THE HIGHER INSTITUTE FOR INTEGRATED PRODUCT DEVELOPMENT



LIFE-LONG LEARNING FOR MANAGERS

Welcome to the future young professional !

The University of Antwerp Management School is ambitious. And this ambition we want to share with the students of our graduate programmes. As a young management school that builds on a long tradition, we have rapidly acquired an important place among business schools locally and internationally. We want to develop and expand this position firmly year after year.

The growth and success of UAMS is especially due to its uniqueness. We are passionate about management and the development and promotion of young management talent. This passion has been translated into a number of graduate programmes such as the Master of Global Management.

Local markets are becoming world markets. As a result of globalisation, managers need to be internationally oriented. Even within their own organizations, managers increasingly have to face the need for flexible cross-cultural interaction. As the global villages becomes a reality, the domain in which the manager works extends to encompass the entire world.

Therefore UAMS wants to train its students to become young professionals who take up important responsibilities in the global business community. We promote entrepreneurship, responsibility and professionalism in a student friendly environment. Our location in the heart of Europe, in a thoroughly creative, internationally oriented and welcoming city as Antwerp strongly supports us in this mission. That is UAMS.

Welcome to the University of Antwerp Management School.

*Frank Bostyn
Dean UAMS*



THE UNIVERSITY OF ANTWERP AND THE MANAGEMENT SCHOOL

THE UNIVERSITY OF ANTWERP

The University of Antwerp has almost 12,000 students and over 850 academic faculty and researchers. The UA organizes programmes in arts and humanities, the medical sciences, the positive and the natural sciences. With all these departments UAMS has good working relationships, but especially with the Faculty of Applied Economics there is a strong cooperation. This Faculty counts 2,000 students and has 250 academic faculty and researchers, which makes it the biggest of its kind in Belgium.

THE UNIVERSITY OF ANTWERP MANAGEMENT SCHOOL

On the 31st of March 2000, the University of Antwerp Management School was established as an independent entity within the University of Antwerp (UA). All postgraduate management trainings courses and the management-oriented master courses of the UA were integrated in the UAMS. As a university management school the UAMS has many trump cards to play as provider of high quality management training courses, because of the close collaboration with the faculty of Management and Economics and Political and Social Sciences. The UA and its faculties have a solid reputation at home and abroad, taking part in many national and international research and educational projects.

Learning at UAMS – Academic and practice-oriented

The UAMS offers two types of training courses: master courses and executive training courses. While being academic the courses are also very practice-oriented. Scientific thoroughness and practicality are the trademarks of every programme.

The training courses offered by the UAMS are extensive and diverse. Managers with divergent basic trainings and work experience can follow foundation, refresher or in-depth courses. There are twelve masters and more than sixty short or long term executive training courses in various fields. In each of these fields, programmes and training courses are also organized for organizations in the public and social profit sector. The courses take into account the needs and demands of the participants. By evaluating the courses and gauging the needs of the students the school ensures continual innovation at the highest quality level.

Master courses

A master course is a long-term course of at least ten months and a maximum of two years aimed at both present and future managers. Some courses can be followed full-time, others part-time. At the UAMS one can obtain a master's degree in, amongst others, management, human resource management, MBA, global management, finance, culture management and fashion management. The UAMS master courses lead to an officially recognized master's degree.

A Management school without borders: International thinking and acting

The UAMS also offers courses for foreign students. The English language MBA course, the master courses in Management, Global Management and Finance decidedly have an international flavor. Other training courses get their international accent through the presence of guest teachers and international teaching modules.

Removing borders, thinking and acting internationally typifies the university management school. In China, Moscow and elsewhere the UAMS has launched dynamic projects and personalized trainings. Trainings aimed at an international public are also being offered in the home port of Antwerp.

The UAMS' 'Euro-China Centre (ECC)' organizes executive and master courses for Chinese managers. In 2003 the Chinese government conferred the statute of official training channel for Chinese government officials on the center. Through this recognition the UAMS is now able to organize programmes for the Chinese State Administration of Foreign Experts Affairs.

In Moscow the school is co-organizer of executive MBA courses.

THE HIGHER INSTITUTE FOR INTEGRATED PRODUCT DEVELOPMENT

The activities of the Higher Institute for Integrated Product Development started in 1967 and are integrated today in the department of Design Sciences of the Hogeschool Antwerpen.

It has been set out in its mission to focus on the innovative character of product development. The creation of new products became an important function in our society since it is probably the only factor for endogenous economic growth.

The Higher Institute for Integrated Product Development delivers both a Bachelor and a Master degree in Product Development.

Equally, the Higher Institute for Product Development has built up an impressive record in applied research.

All research themes are chosen to enhance the quality assurance of the process of product design. By doing so, the research has always been to the benefit of education on one hand, and the whole community of professional new product developers on the other hand.

It remains indeed a paradox that such an important industrial function as the ability to generate new products, has the highest failure rate of all industrial processes.

The problem is not so much that many ideas for new products never get implemented on the market. The instream of new ideas could easily be multiplied. The problem is that insufficient verification tools are at hand for the management to verify and quantify the added value that can be generated by the future product, specifically in an early stage of the development.

Human factors, technology topics and economic constraints in new product development are as interactive as they are interdependent. Behaving as complex systems, they can lead easily to chaotic processes.

Concurrent engineering is a well known approach in the later engineering phases of product development and is meant to control this phenomenon. However in the

early conceptual phases of new product development, the missing links in the process are verification tools and objective guidelines of what product should be created, given specific conditions, and how much innovation should it bring, in how many steps.

Teaming with the Higher Institute of Integrated Product Development, the UAMS offers new opportunities to link this field of applied research to in-house managerial skills and competences in order to educate the future product innovation manager.

The city of Antwerp has all the assets to host such a master course. New product development is a discipline to benefit above others from the mix of cultural creativity and world trade as they both inspired Antwerp life and created prosperity for many centuries.



PRODUCT INNOVATION & ENTREPRENEURSHIP

Objectives

The master programme Product Innovation & Entrepreneurship has a dual objective:

1. To supply you with state of the art methodology to generate breakthrough new product ideas and knowledge to manage the process of product development
2. To familiarize you with best practices to successfully valorise innovative product ideas in sustainable growth.

The programme will enhance your abilities in both creating and processing added value through new products.

Strategy

To achieve the goals, the programme is extraordinary in many aspects:

- In order to reach the required interdisciplinary approach, the courses implement a mix of skills developed and tested in the Higher Institute of Integrated Product Development of Antwerp
- Leading academics with international track record in the field
- Guest speakers with extensive experience in innovation management and in the domain of new venture opportunities
- A user centred approach since he/she will be the final jury to reward for added value
- Verification tools carefully selected for their usability in the front end of new product development
- Unique sessions for New Product Ideation, coached by innovation coryphées of industry
- Practical exercises in real cases initiated by industry

Target participants

The classes are intended for all students with a Master's degree in Engineering, Product Development or Applied Economics / Business but all with a special interest in the power of product innovation and entrepreneurship. Participants with a managerial background not familiar with the sector will be introduced to the specific needs and knowledge of new product development. On the other hand, participants with an engineering or product design background will get benefit of the general and specific management needs to undertake new product development successfully.

COURSE DESCRIPTIONS

Programme Schedule

The schedule runs over a 10 month period, starting in September, built around 60 credit points, and tailored to the background of the participants.

The programme comprises 4 modules:

Module 1: The Strategy of Product Innovation answering questions like:

- What is a proper organisation / environment for an innovative setting?
- What is, and why do we need an integrated approach?
- What are the dynamics of added value?

Module 2: Management of Product Development

- How to control a process that is inherently a learning process?
- How to generate breakthrough products that will be rewarded by customers?
- What about a quality system in a creative environment?

Module 3: Management of Product Valorisation

- How to develop business with new products?
- What sources of funding will contribute to success?

Module 4: Cases & Consulting project

- Exercises in new product ideation, traded off for added value
- Set-up of relevant business model & plan
- Selection & valorisation plan

COURSES	CREDITS	STUDENT BACKGROUND		
		Economics/ Business	Product development	Engineering
Module 1: Strategy and Product Innovation				
General management <i>Management and Organization</i> <i>Management of People at Work</i> <i>Strategy and Innovation Management</i>	6	waived	6	6
Context of new product development <i>Integrated approach, methodology and management approach</i> <i>Driving forces in the innovation process</i> <i>Stakeholders, partners and networks</i>	3	3	waived	3
Think tanks and creativity generating tools	3	3	waived	waived
Management of the added value Dynamics 1 <i>Functionality : problem-solving, technology assessment and mapping</i> <i>Allowance: IPR, standards and freedom of operation</i>	3	3	waived	waived
Management of the added value Dynamics 2 <i>Desirability: customer value and value analysis</i> <i>Usability: human interaction and ease of implementation</i>	3	3	waived	3
Module 2: Management of Product Development				
Accounting <i>Management and accounting & control</i>	6	waived	6	6
New product ideation	3	3	waived	3
Management of new product Development	3	3	3	waived
Monitoring the new product development process <i>Planning of innovative developments</i> <i>Monitoring the added value along the process</i> <i>Early stage verification methodology</i> <i>(project implementation verification procedures)</i> <i>Project control and accounting for innovative developments</i>	5	5	5	5
Module 3: Management of Product Valorisation				
Marketing	5	waived	5	5
Financial management	5	waived	5	waived
New product valorisation & business development <i>Entrepreneurial context environment & sustainability</i> <i>Financing and valuating product innovation initiatives</i> <i>Benchmarking</i> <i>Business models deployment and analysis</i> <i>HRM incentives and loyalty, organization, teambuilding</i> <i>Coaching in hi-tech environments</i> <i>rRsk assesment</i>	9	9	9	9
Module 4: Cases and consulting projects				
NPID: New product ideation <i>New products ideation case</i>	7	7	7	7
Master Proof: Set-up business model, <i>Selection and valorization plan:</i> <i>start-up business (ab initio)</i> <i>business case (portfolio)</i>	15	15	15	15
Total		60	61	62

ADMISSION & SELECTION

We are looking for high-quality candidates who have the potential to become effective managers in a rapidly changing global economy. We therefore assess the candidate's intellectual ability, management potential, personal aptitude, motivation and commitment, with a view to developing qualities required to become a socially responsible business leader in a complex global economy. You must be both a leader and a team player, willing to take initiative and responsibility, eager to understand the nature and complexity of management in a global world, and driven by a strong desire to develop your entrepreneurial spirit.

Admission requirements

Candidates for the master programme Product Innovation & Entrepreneurship must have :

- a Master's degree in Engineering, Product Development or Business / Management
Your degree should encompass four years of full-time study.

It is possible to apply before you have completed your studies. In this case the selection procedure will take place under the assumption that you graduate from your present studies before starting the programme.

- proficiency in English
The entire programme is taught in English and students are expected to participate actively in class discussions. Therefore a good and active knowledge of the English language is crucial for successful participation. All candidates whose application file is accepted will be interviewed by a UAMS-representative.

Scores on tests like GMAT, TOEFL, IELTS, etc are useful and will increase the quality of your application, but are not required as such.

Selection Procedure

Candidates for the programme Product Innovation & Entrepreneurship start their application by submitting an application file.

The application form with instructions can be downloaded from our website www.uams.be

Once your application file has been accepted, you will be invited to participate in an International Admission Test. This test is done online through a website and tests your numerical and verbal skills. It is not necessary to study for this test.

Additionally, interviews will be organized with all applicants. The interview will deal with your motivation, perseverance, personality, leadership skills and your functioning in a group, as well as your knowledge of English.

Candidates living in Belgium (or who can travel to Belgium) will be invited to the UAMS for the test and the interview on special selection days which take place in April, July and August.

The Admissions Committee will take a decision on the basis of your application file, your test results and the interview. Candidates will receive written notification of the Admissions Committee's decision within one month of completing the application procedure.

Application deadlines

For EU citizens the application deadline is 1 August, for non-EU citizens it is 1 May.

You can apply at any time, but we strongly encourage early application, as we cannot guarantee availability of places in the later stages of the admission period. In addition this will allow non-EU students sufficient time to arrange for visas.

Fees and expenses

The total fee of 4000 euro covers the tuition fee, use of the library, computer facilities and career services, and the cost of field trips and residential seminars. Books are not included.

UAMS does not offer scholarships (for information on scholarships awarded by the Belgian government or private institutions, please contact the Belgian Embassy in your country).

THE OFFICIAL UAMS ALUMNI ASSOCIATION : AMA - ANTWERP MANAGEMENT ALUMNI

The importance of an alumni association for a business and management school, combined with an increasing interest in networking, led to the creation of AMA in 2002.

AMA stands for Antwerp Management Alumni, an association for alumni by alumni, which has set as its goal the development of a network between students and alumni of graduate programmes organized by the UAMS. Programmes like the MBA, Master of Global Management, Master of Finance, Master of Management, Master of Human Resources and many more are represented within AMA.

In order to reach this goal, an electronic AMA network has been developed to which each alumni has access. This internet application allows each alumnus/a to add and correct his/her personal information, as well as to consult the information of other alumni. Furthermore, through the AMA network, you can get in touch with other alumni and register for the different AMA activities.

These activities support the development of a network of alumni from many different businesses and organizations, national and international. It also allows former study colleagues to keep in touch in an informal way. As an alumni association AMA tries to realize this by organising

activities of interest to a varied audience: it is informative and informal, cultural or political, in a friendly and relaxing atmosphere.

AMA has a matrix structure in which each master programme has its own alumni team. They organize their own activities in close cooperation with AMA.

If you would like to receive more information about AMA, please visit the website www.ama-vzw.be or email to info@ama-vzw.be.

THE CAREER MANAGEMENT SERVICE (CMS) OF UAMS

The Career Management Service of UAMS is a dedicated service focusing on supporting students in their job search. By providing them with the necessary skills and insights, students are encouraged to manage their own careers.

During the first semester several workshops and seminars are organized which are an integrated and compulsory part of the study programme. They are carried out by professionals in close cooperation with the academic staff and the coordinator of the Career Management Service.

Students are actively encouraged to undertake every step inherent to any job search: through self-assessment exercises they become more aware of their capacities, interests and values and they are gradually able to define their job search focus. This is the basis for writing a personal and effective motivation letter and CV. In interviewing and negotiation sessions they learn the do's and don'ts of applying.

In addition, interactive sessions on career orientation and strategies are organized highlighting appropriate ways to explore and enter the labour market. Contacts with alumni conclude the informative and preparatory part of the programme: they come and share their experiences with regard to their job search and testify about their current position and employer.

In the second semester, the focus mainly shifts towards networking activities as students get to see and meet company representatives and recruiters. The companies meet the students on campus. They give a company presentation telling who they are, what profiles they are looking for, how they proceed in their selection, etc... Specific and thematically focused forums are organized allowing students to get to know a large number of companies. Often these activities are followed by on-campus interviews. By executing a consulting project or internship in a specific company, students get a chance to acquire a first and/or additional working experience.

Throughout the year students can direct themselves to the Career Management Service for personal coaching and counselling. Moreover, the CMS-office acts as a career library with relevant books and magazines, annual company reports, ... and offers access to an extended company database.

Through these services, UAMS strives to extend the unique experience of a post-academic management programme by offering students the possibility to acquire additional skills relevant in their professional life and in the preparation of their entry into the labour market.



ANTWERP, A METROPOLIS WITH ADDED VALUE



Antwerp is a major city and by no means only in the eyes of its 450,000 inhabitants. For a number of reasons, Antwerp could be considered the 'Capital of Flanders'.

A prosperous city

At the end of the fifteenth century, Antwerp became the leading commercial centre in western Europe. It has remained a flourishing metropolis ever since. Antwerp is the world's fourth largest port. Every year, more than five thousand billion euro of added value is created. Antwerp is also home to a number of large petroleum refineries and chemical and petrochemical companies. In this industry it is second only to Houston, Texas. Famously, the city is the world centre for diamonds with more than half of all raw, cut and industrial diamonds passing through it. The Antwerp diamond sector has a yearly turnover of 17 thousand billion euro and supports 1,200 companies and 15,000 employees.

Focused on the world

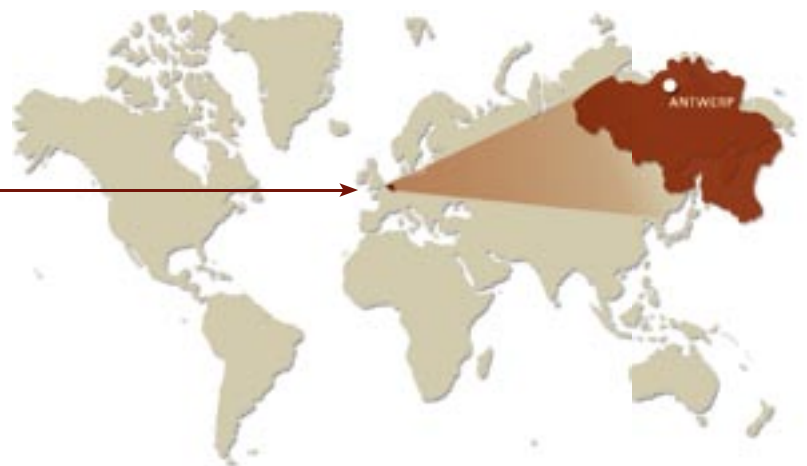
Because it is a port, Antwerp has been outward looking for centuries. The fact that Paris, London, Cologne, Frankfurt and Amsterdam are within a 300 kilometre radius, adds to the city's cosmopolitan identity. The numerous foreign companies active in Antwerp make the city almost feel like a scale model of the world economy. The fact that a major part of the local population speak English and French fluently, simplifies international contacts.

A dose of culture

Antwerp boasts an impressive cultural heritage including, among other landmarks, the medieval Cathedral and the intimate Market Square with its renaissance town hall and guild houses. Examples of the work of Antwerp's world famous painters, such as Rubens, Van Dyck and Jordaens, can be viewed in different places across the city. Antwerp is also the home of contemporary artists of European stature, such as Jan Fabre and Panamarenko, while local fashion designers such as Dries Van Noten, Walter Van Beirendonck and Ann De Meulemeester, are international trendsetters, admired for their innovative creations from Paris to Tokyo. A multitude of pubs and restaurants offer a large and varied selection for people with a thirst or an appetite.

UAMS

The University of Antwerp Management School is located in the historical center of the city of Antwerp. After an award-winning renovation, a splendid 15-th century mansion, called 'Het Brantijser', became the new home of the management school in the year 2000. Other university campuses are within walking distance. The school is easily reachable by public transportation.





LIBRARY SERVICES

An online research library provides access to more than 4,000 journals and electronic databases. Business students can use the Central Library of the University of Antwerp, all libraries on the different campuses and all the specialized documentation centers of the university. The University of Antwerp is recognized as a European Documentation Center and is the only depository in Belgium of publications by the World Bank. Additionally, international newspapers are provided on a daily basis. Through an extensive network, including other schools and universities, and the library of the city of Antwerp, students have access to a vast number of publications in any field of science.

COMPUTING SERVICES / TECHNOLOGY

The University of Antwerp Management School puts extensive technological resources at the disposal of business students. The emphasis on internet connectivity as the 'window to the world', is clearly reflected in the program content and teaching methods. Students will implement business technology on a regular basis, including free and unlimited web access. The school's extensive campus network enables students to download course materials, course assignments and software from the University's intranet. Several computer labs on campus are available to students, including hundreds of networked computers, laser printers and multimedia applications. All classrooms are equipped with state-of-the-art technology.

HOUSING

In the vicinity of the school, a large number of off-campus student housing is available. The university does not own any student housing but gives extensive assistance in securing suitable housing according to any type of accommodation, budget and location desired.

CLIMATE

Belgium enjoys a moderate sea climate with fairly mild winters (average temperature in January is 5°C – 40°F) and beautiful summers (average temperature in July is 24°C – 78°F).

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