

Change Agents in Business

Course guide 2026-2027

Semester	Fall (semester 1)
Inholland location(s)	Amsterdam
Inholland faculty	Creative Business
Language of instruction	English
Cycle	Bachelor level
Number of ECTS	30



Subjects

Subject title	ECTS	Course code
CAIB Strategy & Portfolio	30	38438
Group Work		
• Trend report		
• Innovation Strategy & Innovation Portfolio Design		
• Transformation Program (including a business case)		
Individual Work		
• Personal self-assessment of own group assignment		
• Future consulting roles in a corporate organisation		

Content subjects

In the world of business, change is always happening. Every business has to adapt to face today and tomorrow's challenges, not just to survive but to thrive and make a lasting impact.

Now, let's dive into the concept of a "change agent" in business. A change agent is someone who encourages and supports a new way of doing things within a company. This could involve introducing new processes or products, adopting a new way of doing business, or transforming an old business model into something new and exciting.

During the course, you'll get the chance to work directly with organizations, getting a behind-the-scenes look at how they operate. You'll learn practical skills in starting, planning, designing, executing, and communicating change within an organization. We'll pay special attention to understanding the organizational and cultural aspects of change, and we'll equip you with strategies to effectively handle resistance.

You and your team will get hands-on experience applying various innovation and change models, tools, and methodologies. This will show you how organizations can foster a culture of creativity and adaptability, staying current and relevant in the ever-changing business landscape.

In **Setting the Scene** you will learn to activate your personal challenging role as innovator and preference for a specific Industry (market sector). You will experience working with a team led by a Business Innovation student and lecturer. You will understand the work you need to do as a team as well as individual student.

An **Outside-in Perspective** will focus on the research of the context of a specific industry and selected player in that industry. You will work with new and sometimes more complex methods and tools to create a holistic overview of what is happening now and in the future. You will also analyze the impact of multiple possible future scenarios.

An **Inside-out Perspective** will guide you to understand the current capabilities of the chosen organisation. Based on the outcome of the previous phase, you will define the future capabilities to generate more value. You identify gaps between the current and future innovation capabilities and define the way to close the gaps (execution e.g. change plan).

The final phase, **Facing the Future**, will have you working on the execution/change plan of the previous phase. Now you can show that all your research and design work can be applied in

practice. Are you able to connect to all relevant stakeholder in such a way that innovation is going to move forward?

Learning outcomes

1. Analyse the context of the organisation and formulate an Innovation Strategy

- Scout and analyse key Industry Trends
- Design possible future industry scenarios
- Formulate impact on the (current) Innovation Strategy in 3 time horizons and advise how to (redesign) the Innovation Strategy

2. Analyse the current and future state of the organization's innovation capabilities enabling the implementation of the innovation strategy

- Make inventory of the capabilities (organisation & governance, portfolio & project management, leadership & culture, innovation accounting, innovation execution) available for innovation capacity and their current use
- Define the current and future maturity level per capability (gap) and determine the priority for development for each capability gap

3. Design a realistic transformation plan to mature the innovation capabilities

- Identify specific interventions to improve/mature innovation capability
- Justify the feasibility and viability of the interventions in terms of its fit with the company's innovation ambition and strategy.
- Present a supporting business case of a holistic value growth for the organisation (in terms of economic, social and sustainability value)

4. Personal development and contribution to teamwork

- Function effectively in a small team in different roles
- Define possible consulting roles in a corporate organisation fitting your profile
- Giving and receiving professional feedback during the study module

Mode of delivery, planned activities and teaching methods

Lectures, working hours with teams, regular visits to companies. There may be travel costs for travelling to the clients.

Prerequisites and co-requisites

Recommended or required reading and/or other learning resources/tools

- The Corporate Startup How Established Companies Can Develop Successful Innovation Ecosystems (Tendayi Viki & Dan Toma).
- Ten types of Innovation: The discipline of building breakthroughs (Larry Keely e.a.).

Assessment methods and criteria

You will work on a group project and your individual portfolio.

Lecturer(s)

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