

Especially for new ventures building their organisation to grow and introducing new business models in existing organisations it is crucial to understand the interplay between organisation and human capital, corporate governance and business ethics and HRM for innovation and entrepreneurship. That is why this masterclass brings these topics together in 3 inspiring seminars consisting of 5 sessions spread over two consecutive days which will be taught alternatingly from the FBS Antwerp Campus and the Campus of the University of Twente.

Organisational and Human Capital

The first seminar deals with questions on organizing your (new) organization and streamlining human capital processes to guarantee commitment, trust and sustainable development of results. It highlights a range of emerging human capital practices in sustainable growth companies. They provide the foundation for the sustainable development of more fluid, networked and agile forms of organisations.

This seminar provides you with a set of practices to build an organizational structure that incorporates entrepreneurship at every organization level. The approaches create insight into how to (re)design collaboration, taking into account the acceleration of change and how employees continually reinterpret their assignments. You learn how collaborative intelligence, which is the basis of entrepreneurship, can be strengthened. We highlight five emerging and disruptive Human Capital practices: (1) (re)designing role relationships, (2) selecting based on maturity and fluidity of thought, (3) organizing performance feedback based on a hierarchy of performance indicators, (4) remuneration based on 'felt-fair-pay' principles, and (5) facilitating collaborative intelligence. The master class consists of five sessions spread over two days, during which we explain the chosen practices in a broader entrepreneurial and deliberate developmental set-up of organizations. In the program, we keep the balance between concrete cases and scientific progress.

Teachers: **Jan de Visch** - exec. prof. organizational and human capital at Flanders Business School, focusing on the relationship between organizational structure and sustainable growth (www.flandersbusinessschool.be). Jan is also founder and Managing Director of Connect and Transform, where he focuses on strengthening collaborative intelligence, the co-creation of transition and delivering levers for strategy execution (<https://connecttransform.be>). Further, as Chief eco-systems officer of the Dynamic Collaboration Software Application he makes the quality of collaboration transparent based on the relationship between the design of work and how employees interpret their work (<https://dynamiccollaboration.app/>) and last but not least as International Board Member & President of the Belgian Chapter of SCiO (Systems and Complexity in Organisation) he promotes systems thinking. **Wim Focquet** HR Director of DPD Belgium and CSR Director Benelux for DPD (Belgium), and Academic Director and Adjunct Professor of Talent Development and Human Resources at EI School of Human Sciences and Technology in Madrid/Spain

Corporate Governance and Business Ethics

Knowledge on corporate governance is essential to understand the complex and conflicting relationships among various stakeholders of firms and the direction & control of companies. The second seminar will help participants to develop an understanding of key theoretical and practical issues underpinning corporate governance and the role of different stakeholders in well-managing modern corporations. The module will address many practical questions regarding corporate governance issues in practice, such as: what constitutes good corporate governance, what are the pros and cons of structuring differently the ownership and the board of directors of firms; how should executives be remunerated; what are the international differences in corporate governance, etc.

From the business ethics perspective, topics like 'what are values and norms and how do they function', 'what kind of value changes are we confronted with today and what does this imply for business' and 'the transition in our economic system towards a sustainable economy and what this implies for different sectors' will be addressed. The last session of

the seminar consists of working in small teams on a business case on corporate governance and ethics in your own company and organization(s)

Teachers: [Luc van Liedekerke](#), [Jos Thys](#) and [Rez Kabir](#) (HBE/UT)

HRM, Innovation and Entrepreneurship

Research and practice have shown that employees' entrepreneurial and innovative work behaviours are important for the competitive advantage of organizations. However, the question of how these behaviours can be stimulated remains unanswered. In this third and final seminar of the master class course we will explore and discuss HR practices that induce innovative work behaviour. Generally speaking, innovative and entrepreneurial work behaviour is defined as employee pro-active behaviour to create, introduce, and apply new ideas intentionally within a work role, a group, or an organization that are beneficial to performance. Questions that remain interesting to explore and discuss cover such topics like what are the differences between different types of companies, different sectors, different strategies?; what people management approaches would work the best in those different types of companies?; can all employees be involved in innovative and entrepreneurial behaviors, if so – why and how?

Aim:

Provide insights in how HRM can help stimulating innovation and entrepreneurship in both large companies and SME's (small and medium sized enterprises).

The seminar is designed to develop knowledge, skills and understanding on the relationship between HRM and innovation and HRM and entrepreneurship. We start with an exploration of different HRM concepts and will then explore how HRM policies and practices affect innovation and entrepreneurship, and innovative and entrepreneurial work behaviour. *We will discuss the relationship between Human Resource Management (HRM) and innovative and entrepreneurial outcomes in different types of organizations. On the HRM side, we identify several High Performance Work Practices (e.g., training and development, recruitment and selection, performance management or compensation), and HRM systems (high-commitment HRM, high-control HRM, or high-collaboration HRM). On the innovation and entrepreneurship side, we distinguish between different innovative outcomes (e.g. product, process, radical, incremental, creativity) and individual behaviours (e.g. innovative, proactive, or entrepreneurial behaviours). In this master class, we bring the two sides together in a question how, when, and under which conditions can HRM activities support and promote innovation and entrepreneurship. This master class aims at providing insights in how HRM helps stimulating innovation and entrepreneurship in different types of organizations.*

Learning goals

Upon completion of this course, participants are expected to have competences to:

- *Know* the latest developments in the academic and practical field of HRM and its effect on innovation and entrepreneurship
- *Acquire* in-depth knowledge on the relationship between HRM, innovation and entrepreneurship
- *Understand* how HRM can develop innovative and entrepreneurial behaviour
- *Assess* whether HRM practices and HRM systems are in line with the innovation and/or entrepreneurial objectives of an organization
- *Relate* all the above to the topics dealt with in the Organisational and Human Capital and Corporate Governance and Business Ethics seminars

Teachers: [Tanya Bondarouk](#), [Anna Bos-Nehles](#)

The overall final assignment for this varied and intensive masterclass will consist of 2 complementary essays related to seminar 1 (organization perspective) and 3 (individual perspective), respectively, and a reflection on the business case of seminar 2.