



PERSONA CIENCIA EMPRESA

UNIVERSITAT RAMON LLULL

Code: 80311
Name of the subject: Innovation Management

GENERAL CHARACTERISTICS

| | |
|--------------------------------|-------------------------------|
| Number of credits ECTS: | 3.0 |
| Language/s | Catalan Spanish English |
| Type | Normal |
| Professor/s | Malet Falcó, Carles |

DESCRIPTION

BRIEF DESCRIPTION AND JUSTIFICATION

The main objective of the course "Innovation Management" is to develop the competences associated with Innovation Management, as a systematic process of change for the transformation of ideas into value. The subject revolves around the concept of Market Driven Innovation, that begins with the identification of customer and consumer needs, and ends up with the formulation of a Value Proposition and a sustainable business model

COMPETENCIES

As a consequence of the assimilation of the subject's learning contents, the student will be able to:

- Do the functions of planning, organizing, leading and controlling activities within the company and also to know the legal and social environment in which the company works (CE7).
- Understand the importance and effective use of information technologies in business(CE8).
- Address the problems that arise in a business environment and know how to prepare to solve them. The student should be able to adapt to changes in the external and internal environment and turn them into opportunities to achieve established objectives. The student should be able to make selective judgments oriented to choose between one or several possible alternatives, developing sufficient criteria to discern what is a good choice, considering the number of alternatives, the characteristics of each, and their influence on the final (CT6).
- Understand and work in technological and industrial environments, assimilating and incorporating technological advances and organizational changes derived from its implementation in order to ensure quality (CT9).

PREREQUISITES

- Requirements legally established to access postgraduate programs.
- Degree in the scientific or technological field.

CONTENTS

1. Evolution of business innovation models throughout history.
2. The effect of corporate culture on innovation.
3. CANVAS as an instrument to understand the business model.
4. Identification of business opportunities in industrial environments: New Product Blueprinting.
5. Open Innovation in practice: Innovation Brokers.
6. Formulation of a proposal of superior value.
7. Rapid prototyping and validation of products and services.
8. Industrial Property Management. Patent databases: Sp @ cenet.
9. Management of a project portfolio in large companies: Stage Gate.
10. Management of innovation projects in start-ups: The Lean start up.
11. Financing innovation. New financing models in a digital and connected environment

METHODOLOGY

TRAINING ACTIVITIES:

| Training activities | ECTS Credits | Competencies |
|---|--------------|-----------------|
| Lectures presenting concepts and procedures | 0,75 | CE7,CE8,CT6,CT9 |
| Practical sessions (exercises, case resolution) | 0,75 | CE7,CE8,CT6,CT9 |
| Assignments by Students | 0,75 | CE7,CE8,CT6,CT9 |
| Seminars or tutorials | 0,10 | CE7,CE8,CT6,CT9 |
| Personal study activities | 0,50 | CE7,CE8,CT6,CT9 |
| Assessment sessions | 0,15 | CE7,CE8,CT6,CT9 |
| Internship in Company | - | - |
| TOTAL | 3,00 | |

EXPLANATION OF TEACHING METHODOLOGY

The teaching methodology used throughout the course encompasses the following activities:

- Presentation of concepts: lectures by the professor, and personal study.

- Exercises and cases: preparing and solving exercises based on real cases that illustrate the concepts presented in class.
- Final project: students work in teams on a final project that summarizes the steps that lead to the creation of a new product or service: identification of customer/consumer needs, estimation of the market potential, formulation of a compelling value proposition, identification of competition, and draft of a sustainable business model. Students present the project at the end of the course.
- Seminars: individual or group coaching that facilitates the learning process.

EVALUATION

METHODS OF EVALUATION

| Evaluation Methods | Weight | Competencies |
|--|--------|-----------------|
| Final exam | - | - |
| Partial exams | 30% | CE7,CE8,CT6,CT9 |
| Following up activities | - | - |
| Homework and presentations | 30% | CE7,CE8,CT6,CT9 |
| Experimental work or fieldwork | - | - |
| Projects | 40% | CE7,CE8,CT6,CT9 |
| Evaluation of the company or institution | - | - |
| Participation | - | - |

LEARNING OUTCOMES

At the end of the course, students should be able to:

1. Learn how to identify Market Opportunities.
2. Tackle technological and industrial challenges in a creative way.
3. Formulate a compelling Value Proposition.
4. Develop prototypes, and how to validate them.
5. Formulate a Business Model for an Innovation Project.
6. Develop a strategic vision and a goal-oriented mindset around innovation: students will experience the innovation process as a part of the overall business strategy.

EVALUATION

1. Two mid-term quizzes to evaluate progress. A minimum of 4.0 in both mid-term exams is required in order to do the average with the activities in class and the team project. See note (4) for additional clarification.
2. Four practical cases to be developed within teams.
3. One team project to be presented (in written + oral presentation) at the end of the course.
4. There is no final exam as such. Students that fail (score < 4.0) or miss one of the two mid-term quizzes are entitled to an extra evaluation at the designated date of the final exam. Students who fail through the continuous evaluation system will be assessed in a single written extraordinary exam.
5. A minimum of 75 % of assistance is necessary to pass through continuous evaluation.

EVALUATION OF COMPETENCIES

The competence *initiative and entrepreneurship* (CT6) is assessed through the outcomes of one Innovation Project that students carry out in teams during the whole course, and that is presented at the end of the semester. Students follow a 12-step template that guides them from problem identification till validation of prototypes. In order to foster entrepreneurship, the project grade is weighted: 70% accounting from the project dossier, and 30% accounting from a pitch that simulates the Value Selling in front of an audience of investors.

The competence *mastery of new technologies* (CT9) is assessed through two mid-term quizzes, in which students need to show proficiency in concepts related to efficient innovation and technology management, such as Stage Gate for project implementation in multinationals, or the concept of Lean startup for fast project turn over in startups.

BIBLIOGRAPHY

Bibliography

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- Kumar, V. (2013) *101 Design Methods. A Structured Approach for Driving Innovation in Your Organization*. John Wiley & Sons, Inc.
- Radjou, N., Prabuh, J., Ahuja, S.(2012) *Jugaad Innovation*, Jossey-Bass. A Wiley imprint
- Osterwalder, A., Pigneur, Y. (2011) *Generación de Modelos de Negocio*. Deusto.
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- Ferràs, X. (2010) *Innovación 6.0*. Plataforma Editorial.
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- Kuczmariski, T., Middlebrooks, A., Swaddling, J. (2001) *Innovating the Corporation. Creating Value for Customers and Shareholders*. NTC Business Books.
- Peters, T (1999) *The Circle of Innovation*. Vintage Books.

DOCUMENT RECORD

PREVIOUS CHANGES

September, 2016. Dr. Carlos Malet Falcó

LAST REVISION

September, 2017. Dr. Carlos Malet Falcó