

**COMILLAS**

UNIVERSIDAD PONTIFICIA

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Syllabus
2026 - 2027**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	Innovation and Strategy
Subject code	E000008094
Main program	Bachelor's Degree in Business Administration and Management
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Blanca Moro
Schedule	4h/week (2 sessions 2 hours)
Office hours	Check with the teacher for the schedule
Course overview	The aim of the course is to provide students with the methodology and appropriate tools for analysis and management of innovation in the company as well as for exploiting the potential competitive advantage associated with it. More precisely, the role of innovation in achieving and maintaining competitive advantage of the company is valued. Given this reality, the determining factors in the development of technological strategies of companies, with a focus on the organizational conditions that favor the development and implementation of these strategies are analyzed. The advantages and disadvantages of the various possible structuring of the R & D organization are among the issues to be addressed in this regard. Also, different strategic for the exploitation and commercialization of technology alternatives are contemplated. All these decisions are particularized for the case of sectors characterized by the presence of market standards. Finally, it is expected that the students know th

Teacher Information	
Teacher	
Name	Veronika María Cieslak
Department	Departamento de Gestión Empresarial
E-Mail	vcieslak@comillas.edu
Teacher	
Name	Nataliia Krasnokutska
Department	Facultad de Ciencias Económicas y Empresariales (ICADE)
E-Mail	nkrasnokutska@icade.comillas.edu

SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
The ability to innovate by the company is outstanding increasingly intense as essential to the survival of organizations that move in an environment of hypercompetition, regardless of the activities they undertake. Therefore, it is necessary that students have a space in which to reflect on this issue and to highlight the uniqueness of the management of the size of the company that surely will face one way or



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another in your professional performance. The importance of innovation in the company is not limited, therefore, those sectors of activity in technology intensive but today has no place in the competitive dynamics of any sector.

Prerequisites

By nature, this subject has close and permanent links with "Business Strategy" which provides some basic pillars on which to build the debate about innovation in the company. More specifically and sporadically, connections with other subjects such as "International Business" is set (for the challenges that entails the management and transfer of innovation in the international context) and "Organization Theory" (by interest in the organizational conditions that favor innovation strategies).

Competencies - Objectives

Competences

GENERALES

CG2	Capacidad de gestionar información y datos provenientes de fuentes diversas para hacer un análisis crítico y un correcto diagnóstico de la realidad empresarial.	
	RA1	A partir de la información y datos obtenidos de fuentes diversas, identifica problemas empresariales determinando, el origen/las causas de los mismos.
	RA2	Es capaz de realizar dicho proceso de diagnóstico dando y recibiendo feed-back de forma asertiva, que ayude a incrementar la integración y la confianza en los equipos de trabajo.
CG3	Capacidad para la resolución de problemas y toma de decisiones empresariales seleccionando y aplicando adecuadamente las técnicas pertinentes de análisis de datos	
	RA1	Identifica, captura y analiza de forma eficiente datos de fuentes primarias y secundarias que sean necesarios para el análisis del entorno competitivo de la empresa
	RA1	Aplica los conceptos matemáticos y técnicas cuantitativas y cualitativas de análisis de datos necesarios para la resolución de problemas empresariales y apoyar el diagnóstico y toma de decisiones en la empresa.
CG4	Capacidad para liderar de manera positiva personas y equipos de trabajo que, impulsen proyectos empresariales innovadores dando respuesta así, a las nuevas oportunidades de negocio, mediante soluciones creativas	
	RA1	Lidera positivamente personas y equipos de trabajo generando soluciones innovadoras para los problemas y oportunidades empresariales detectadas
	RA2	Pone en práctica estrategias y tácticas creativas requeridas en los procesos de innovación, en las que participan todos los miembros del equipo, tratando siempre de alcanzar acuerdos y objetivos comunes
CG5	Desarrollar habilidades interpersonales que refuercen el aprendizaje de un trabajo autónomo, bien organizado y planificado y que esté orientado a la acción y a la calidad.	



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	RA1	Desarrolla habilidades académicas, interpersonales e instrumentales necesarias para la investigación independiente, relacionando los conocimientos adquiridos con las distintas aplicaciones profesionales o prácticas reales
CG8	CG8 Reforzar la capacidad de gestión del cambio que apoye la transformación digital de la sociedad contemporánea con Tecnologías de la Sociedad de la Información, nuevas formas de organización del trabajo y nuevos modelos de negocio.	
	RA1	Identifica necesidades y recursos tecnológicos a la hora de resolver problemas conceptuales y técnicos a través de medios digitales.
	RA2	Se comunica eficazmente y de manera proactiva en entornos digitales, compartiendo recursos a través de herramientas en línea, colaborando con otros a través de herramientas digitales, e interactuando en comunidades y redes profesionales.
CG9	Mostrar iniciativa gestionando el proceso emprendedor con resolución y eficacia en contextos y situaciones empresariales, para poder transformar las ideas en actos	
	RA1	Identifica y crea nuevas formas de aplicar los conocimientos adquiridos a la resolución de problemas prácticos adoptando enfoques originales
	RA2	Acomete nuevos retos percatándose de las oportunidades que se ofrecen en el entorno económico.
ESPECÍFICAS DE OPTATIVIDAD		
CEOPT1(OE)	Conocimiento y comprensión de los elementos dinámicos de la ventaja competitiva de la empresa asociados a la tecnología, la innovación y la información.	



	RA1	Conoce y comprende las distintas teorías sobre gestión de los sistemas de información y los conceptos esenciales de la materia (tecnología de la información, inversión en tecnología de la información, sistema de información, ¿psicología de la tecnología?, gestión de datos, de software y de hardware), relacionándolos con la realidad concreta del mundo empresarial.
	RA2	Identifica los beneficios económicos de los sistemas de información y comprende las aplicaciones estratégicas de los sistemas de información.
	RA3	Conoce y comprende el concepto de empresa digital y el de ¿modelo de e-business?, así como el funcionamiento de los sistemas de información inter-organizativos e intra-organizativos en estas nuevas realidades organizativas.
	RA4	Conoce y argumenta el valor de la innovación como fuente de ventaja competitiva para las organizaciones, así como los temas relevantes en relación a la gestión de la innovación.
	RA5	Conoce y comprende los factores determinantes que intervienen en la formulación de las estrategias de innovación de las empresas, con especial interés en las condiciones organizativas que favorecen la formulación e implantación de dichas estrategias.
	RA6	Conoce y valora críticamente las diferentes alternativas estratégicas para la generación, la explotación y la comercialización de la innovación, en el contexto de unas dinámicas competitivas cada vez más aceleradas, abiertas y colaborativas.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

BLOQUES TEMÁTICOS Y CONTENIDOS

Course Contents

PART 1: INTRODUCTION

Lesson 1: Invention, innovation and competitive advantage

Lesson 2: Competitive advantage in emerging and technology intensive sectors

PART 2: SEARCHING FOR OPPORTUNITIES TO INNOVATE

Lesson 3: Guidelines for change and technological transition: the failure of leaders

Lesson 4: Standards control and network effects

Lesson 5: Strategies for technology acquisition

PART 3: EXPLOITATION OF INNOVATION

Lesson 6: Innovation appropriability: legal protection and complementary resources

Lesson 7: Technology selling

PART 4: CREATE AND MANAGE AN INNOVATIVE FIRM

Lesson 8: External and internal incentives to innovation: people management

Lesson 9: Organizing for innovation: the role of collaborative innovation

Lesson 10: Innovation and sustainability: new products and new business models

PART 1: INTRODUCTION

Lesson 1: Invention, innovation and competitive advantage



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Lesson 2: Competitive advantage in emerging and technology intensive sectors

PART 2: SEARCHING FOR OPPORTUNITIES TO INNOVATE

Lesson 3: Guidelines for change and technological transition: the fail

Lesson 4: Standards control and network effects

Lesson 5: Strategies for technology acquisition

PART 3: EXPLOITATION OF INNOVATION

Lesson 6: Innovation appropriability: legal protection and complementary resources

Lesson 7: Technology selling

PART 4: CREATE AND MANAGE AN INNOVATIVE FIRM

Lesson 8: External and internal incentives to innovation: people management

Lesson 9: Organizing for innovation: the role of collaborative innovation

Lesson 10: Innovation and sustainability: new products and new business models

TEACHING METHODOLOGY

General methodological aspects of the subject

Aspectos metodológicos generales de la asignatura

The course follows a practical approach, focused on the student, to promote his / her autonomy and active participation during the learning process with the aim of helping him / her to develop the necessary competences for the professional life. The following activities will be developed in order to develop the concepts and competences above mentioned:

Metodología Presencial: Actividades

Competencias



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AF1. Master Classes where the professor will present the main contents in a clear, structured and motivating manner, in general supported with audiovisual resources. Main aspects will be outlined to support the student learning process, as well as suggestions from students are encouraged and considered. Professor lead exposure of the basics, with the active and collaborative participation of students, who discuss and debate dark spots or nuances that they are relevant to the correct understanding of the content. It will include case studies as backbone of the exposition of ideas and content, dynamic presentations and formal or spontaneous participation of students through various activities. Active participation in the classroom is an excellent tool to improve student learning involved and their comrades present in the classroom. A productive learning environment requires all attendees to the classroom actively involved.

CG09, CEOPT01



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AF2. Analysis and resolution of cases proposed by the teacher and / or by companies specializing in strategic consulting prestige.

The starting material for such cases (material present, readings or reports, etc.) will be available in the Moodle of the subject. These cases will be oriented to permit, apply in practice the acquired theoretical knowledge and promote the development of argumentative student ability. The working sessions conducted in the classroom will be developed in-group. The activity of these classes will be to respond in writing to specific questions on real business cases. It is essential that, prior to each practice class, each student read and prepare the bibliographical material indicated for each session.

CG01, CG02, CG09,

CG10, CG11, CG17



AF3. Public presentations of specific issues or cases. According to the objectives of the subject, each group must present orally in the classroom a business news analysis related to the contents developed in the course and as provided in the schedule of the subject. These presentations will take place during school hours. With the aim of giving rise to debate about the news presented, each group will close his presentation with the exposure of a question to the class.

In these presentations, each of the group members must participate and expects them to be able to communicate to the audience the concepts and relevant theories that have been identified in the news, and explain the logic strategic decision making for this question using the theoretical contents of the subject.

CG0 1, CG04, CG06

Along with previous presentations, it is also contemplated that students have to expose in the classroom other research work conducted in groups, according to instructions and planning designed by the teacher.

Metodología	No	presencial:
Actividades		Competencias

AF4. Individual study and exploring in more detail on the documentation that the student will do to comprehend rework and assimilate the scientific content with the goal of a practical application. Individual reading of texts and materials (books, reviews, articles, press releases, Internet documents, cases, etc.) related with the course. All materials and guides are available on the course website.

CG01, CG04,

CG14, CEOPT01

AF5. Academic Tutorial individual or in groups in order to solve problems or doubts that could have arisen during the learning process.

CG01, CG04, CG06

AF6. Structured reading. Reading and analysis of relevant texts with various tasks that assess reading comprehension individually or in groups.

CG11

AF7. Collaborative learning. This group activity of seeking press articles (general and specialized) on news of current and relevant company that may be related to the contents of the subject.

Each group must make a written comment on the news in question, including :

CG04, CG17

- Brief synopsis of the news.
- The / s source / s literature / s of the news.

Review group in which the content of the article is linked, accurate and complete content is presented, the contents in detail are explained and value judgments, reviews or evaluations on the contents of the subject and / or news issued.



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In-class Methodology: Activities

AF1. Master Classes where the professor will present the main contents in a clear, structured and motivating manner, in general supported with audiovisual resources. Main aspects will be outlined to support the student learning process, as well as suggestions from students are encouraged and considered. Professor lead exposure of the basics, with the active and collaborative participation of students, who discuss and debate dark spots or nuances that they are relevant to the correct understanding of the content. It will include case studies as backbone of the exposition of ideas and content, dynamic presentations and formal or spontaneous participation of students through various activities. Active participation in the classroom is an excellent tool to improve student learning involved and their comrades present in the classroom. A productive learning environment requires all attendees to the classroom actively involved.

AF2. Analysis and resolution of cases proposed by the teacher and / or by companies specializing in strategic consulting prestige. The starting material for such cases (material present, readings or reports, etc.) will be available in the Moodle of the subject. These cases will be oriented to permit, apply in practice the acquired theoretical knowledge and promote the development of argumentative student ability. The working sessions conducted in the classroom will be developed in-group. The activity of these classes will be to respond in writing to specific questions on real business cases. It is essential that, prior to each practice class, each student read and prepare the bibliographical material indicated for each session.

AF3. Public presentations of specific issues or cases. According to the objectives of the subject, each group must present orally in the classroom a business news analysis related to the contents developed in the course and as provided in the schedule of the subject. These presentations will take place during school hours. With the aim of giving rise to debate about the news presented, each group will close his presentation with the exposure of a question to the class.

In these presentations, each of the group members must participate and expects them to be able to communicate to the audience the concepts and relevant theories that have been identified in the news, and explain the logic strategic decision making for this question using the theoretical contents of the subject.

Along with previous presentations, it is also contemplated that students have to expose in the classroom other research work conducted in groups, according to instructions and planning designed by the teacher.

Non-Presential Methodology: Activities

AF4. Individual study and exploring in more detail on the documentation that the student will do to comprehend rework and assimilate the scientific content with the goal of a practical application. Individual reading of texts and materials (books, reviews, articles, press releases, Internet documents, cases, etc.) related with the course. All materials and guides are available on the course website.

AF5. Academic Tutorial individual or in groups in order to solve problems or doubts that could have arisen during the learning process.

AF6. Structured reading. Reading and analysis of relevant texts with various tasks that assess reading comprehension individually or in groups.



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AF7. Collaborative learning. This group activity of seeking press articles (general and specialized) on news of current and relevant company that may be related to the contents of the subject.

Each group must make a written comment on the news in question, including :

- Brief synopsis of the news.
- The / s source / s literature / s of the news.

Review group in which the content of the article is linked, accurate and complete content is presented, the contents in detail are explained and value judgments, reviews or evaluations on the contents of the subject and / or news issued.

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS
NON-PRESENTIAL HOURS
ECTS CREDITS: 6,0 (0 hours)

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Ratings

To pass the course in ordinary session, the student must pass each one of the activities that are part of the final grade of matter.

Exercises must be delivered in the exact conditions of place, date and time scheduled in the syllabus.

It is compulsory to attend all the working sessions. The student who does not attend any of these classes will get a score of " 0" (zero) in the work group corresponding to that class.

For the purposes of normal development of the working sessions in the classroom, the teaching staff of this course assesses the student an active role by listening and participation, to keep connected with the reflections about the subject that are developed in the class. In this sense, the use of electronic devices, outside the moments for them in the context of the class, will be negatively considered.

In addition, plagiarism is understood as:

- No references.
- No notes that reveal the basis and the information resources of the work.
- No significant differences between the original and the students' work.



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Those students who have obtained dispensation from school during the term should only deal with the activity of "final exam" and the final grade in the course will consist of 100% for the rating in such activity.

EXTRAORDINARY EVALUATION: For students who have not passed the exam in ordinary session. After passing this test, we will apply the weights established as a general evaluation rule. Also for students who do not exceed any of the other elements of the evaluation system. These students will have to pass the extraordinary exam and perform a series of complementary practices defined by the teacher also.

WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
Analysis and resolution of real business cases: Proposed by the professor and /or by companies specialized in strategic consulting of recognized prestige	Each week of the course according to the development of the contents and planned in the schedule of the subject	Weekly delivery after completion and class discussion
News analysis: One analysis per group	Each week of the course (from the 2nd month)	Each week of the course (from the 2nd month)
Oral presentations of news analysis: One presentation per semester.	Each week of the course (from the 2nd month)	Each week of the course (from the 2nd month)
Final written exam: Application of knowledge to solve problems of the strategic management of innovation.	Work methodology developed throughout the course	Date and time established by the corresponding Head of Studies

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Textbooks (for some specific topics)

Tidd, J. y Bessant, J. (2013). *Managing Innovation: Integrating Technological, Market and Organizational Change*. Chichester: John Wiley, Fifth edition.

Westland, J. C. (2017). *Global innovation management*. Palgrave Macmillan, Second edition.

Cetindamar, D.; Phaal, R. y Probert, D. (2016). *Technology Management. Activities and Tools*. Palgrave Macmillan, Second edition.

Papers

In the web of the subject, students will find academic and informative articles written by academic and business institutions of reference. In addition, if necessary, updated materials will be provided in class for work in the classroom. The use of these materials will take place according to the timetable set out in the schedule of the subject.

Web pages



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Moodle of the subject and other interesting links related to Technology and Innovation (for example):

- EUROSTAT (<http://ec.europa.eu/eurostat/data/database>)
- INE (www.ine.es)
- Índice de competitividad del IMD International Lausana (<https://www.imd.org/wcc/world-competitiveness-center/>)
- Índice de Competitividad Global (ICG) del Foro Económico Mundial (<https://www.weforum.org/reports/the-global-competitiveness-report-2017-2018>)
- Informes de la Fundación COTEC (www.cotec.es)
- INNOSIGHT (<https://www.innosight.com/>)
- Ministerio de Economía y Competitividad. Secretaría de Estado de Investigación, Desarrollo e Innovación (<http://www.idi.mineco.gob.es>)
- Oficina Española de Patentes y Marcas (www.oepm.es)

Notes

PowerPoint Presentations available in Moodle. Databases of articles and academic literature.

Others

Internet use by the student is essential for searching for news and preparing oral presentations. Databases of articles and academic literature.

Complementary Bibliography

SHANE, S.A. (2009): *Technology Strategy for Managers and Entrepreneurs*, Prentice Hall.

3M (2002): *A Century of Innovation. The 3M Story*, 3M Company.