



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2025 - 2026**

## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Knowledge, Innovation and New Business Models
Subject code	E000011582
Main program	<a href="#">Official Master's Degree in Business Administration - MBA</a>
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Optativa
Department	Departamento de Gestión Empresarial
Coordinator	José María Benito Peñalba (jmbenito@icade.comillas.edu)
Office hours	Contact by email
Course overview	Through this course, students will become familiar with the different components of the company's knowledge as well as with strategies for originating, storing, protecting and distributing the innovations.

Teacher Information	
Teacher	
Name	José María Benito Peñalba
Department	Departamento de Gestión Empresarial
EMail	jmbenito@icade.comillas.edu

## SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
<p>We live and perform business in a world that changes quickly, and has changed abruptly in the last years. In this VUCA environment, Knowledge Management becomes a key asset to the company. Knowledge is generated continuously not only in R&amp;D or Innovation area but in the whole organization. Identify what kind of knowledge is going to be needed in the future, organize, protect and prioritize this knowledge is the first step to handle it properly. It is also necessary a) Make it accesible to all employees. b) make it ready and available when it is needed c) create ecosystems that generate new knowledge and new innovations in a sustainable way. Create sustainable competitive advantages is key to the Companies and to develop employees.</p> <p>In this course, students will be familiar with different components of knowledge management, and with strategies implemented in the market to create, store, and disseminate knowledge and innovation. In the course, it will be reviewed knowledge management in multinational companies, located in different regions around the world, working with multi-generational employees, different cultures and different goals. Moreover, it will be reviewed how new trends and new changes and implemented in the Corporate innovation. Also it will ckecked how to drive change in the organization, and digital transformation that it is a pillar in Knowledge management.</p>



## Prerequisites

Basic Knowledge of Business Management

## Competencies - Objectives

### Competences

#### GENERALES

<b>CG02</b>	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
<b>CG03</b>	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
<b>CG05</b>	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
<b>CG06</b>	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
<b>CG07</b>	Critical reasoning and argumentation according with the understanding of knowledge and know-how on business administrations, their external context and their administration and management processes.
<b>CG08</b>	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
<b>CG09</b>	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.

## THEMATIC BLOCKS AND CONTENTS

### Contents - Thematic Blocks

#### T.1. Innovation and Knowledge Management.

##### T.1. Innovation and Knowledge Management.

- 1.1. Innovation. Introduction to a critical asset.
- 1.2. Knowledge Management and its impact in Innovation.
- 1.3. Agile. New management approaches.
- 1.4. New Business Models.
- 1.5. IP Protection. Introduction to Knowledge management.



## T.2. Innovation Models

### T.2. Innovation Models.

2.1. Disruptive Innovation.

2.2. Open Innovation.

## T.3. Innovation Trends

### T.3. Innovation Trends.

3.1. Technology and Digitalization.

3.2. Collaborative Economy.

3.3. Intrapreneurship.

## T.4. New Business Models

### T.4. New Business Models.

4.1. Platforms. Collaborative Innovation.

4.2. New Digital Business Models.

4.3. New Business Models in Industry.

## T.5. IP Protection. Knowledge Protection

### T.5. Innovation Protection. Knowledge Protection.

5.1. Intellectual Property. Knowledge Protection.

5.2. Tools. Patents, Utility Model, Designs, Brands, Trade Secrets.

5.3. Strategies to protect Innovation and Knowledge.

## T.6. Agile Methodologies in Project Management.

### T.6. Agile Methodologies in Project Management.

6.1. Introduction to Agile Methodologies.

6.2. Scrum. General Concepts. Roles, methods, events.

6.3. Kanban. General Concepts. Roles, methods, events.

6.4. Implementation of Agile in companies.

## TEACHING METHODOLOGY



## General methodological aspects of the subject

Activities will be carried out in different areas. On one hand, there will be classroom work in a lecture format, with data presentation, information, and cases by the teacher.

On the other hand, the case method will be used as a tool for group work where students will work together to understand and resolve critical issues in at least three cases presented by the teacher.

Additionally, individual contributions from students will be required, in the form of research papers on business models.

Finally, debates on current topics will be held on Moodle.

The use of Artificial Intelligence tools will be allowed in the development of the course, as a tool for gathering information, with critical reflection by the student, and a creative use of these tools for the presentation of results. It is necessary to include the student's own opinions and reflections, and not just the data collected by AI tools.

The use of AI to create complete works or relevant parts, without citing the source or tool or without being expressly permitted in the work description, will be considered plagiarism and regulated according to the University's General Regulations

## In-class Methodology: Activities

AP1. Case Method. Presential lectures. Sessions to show different topics in a structured way. Practical examples of implementation in the market of Knowledge Management.

## Non-Presential Methodology: Activities

Non-Presential Activities.- Discussion and Debates in Forum (Moodle).

## SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lectures of an expository nature	Analysis and resolution of cases and exercises, individually or collectively		
15.00	15.00		
NON-PRESENTIAL HOURS			
Analysis and resolution of cases and exercises, individually or collectively	Individual study and organized reading	Academic tutoring	Collaborative learning
15.00	13.00	4.00	13.00
ECTS CREDITS: 3,0 (75,00 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.



Evaluation activities	Evaluation criteria	Weight
Active participation in class discussions and case debates.	active and focused participation.	15
Individual reports about case studies.	Case study report. Evaluation of report.	25
Group collaboration in case studies.	Team work activity, and oral case presentations.	30
Final presentation about personal learnings.	Evaluation about personal learnings and presentation.	30

## Ratings

- The grade for the course will be the result of applying the criteria and weightings stated in the section "Evaluation Activities".
- The minimum grade required for a passing grade will be 5 on a scale of 0 to 10. In the case of not passing the 5 and having to recover the subject, the student will have to take an individual test.
- Students with a waiver for class attendance will have to do a work indicated by the professor, based on the material provided in the classroom sessions and available in Moodleroom.

## WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
A detailed chart with work activities will be communicated in the course digital platform.		

## BIBLIOGRAPHY AND RESOURCES

### Basic Bibliography

#### TextBooks

Chesbrough H. Open Innovation: The New Imperative for Creating and Profiting from Technology. Harvard Business School Press, 2003

Leonard, D., and Walter Swap. Deep Smarts: How to Cultivate and Transfer Business Wisdom. Boston, MA: Harvard Business School Press, 2005.

Barton, Gavin., Leonard, D., and Walter Swap. Critical knowledge Transfer. Boston, MA: Harvard Business School Press, 2014.

#### ARTICLES.

Articles and academic references will be shared with students in the digital platform.

#### PÁGINAS WEB

See subject digital platform.



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Class Notes

Notes and other resources will be shared in the digital platform.