



FICHA TÉCNICA DE LA ASIGNATURA

Course Data	
Subject	INNOVATION AND STRATEGY
Code	E000008094
Degree	Bachelor's Degree in Business Administration and Management (E2) – Bilingual pathway in English
Course	4º E2 – 5º E 6 - 4º E 4
Semester	Fist / Second
Credits ECTS	6
Character	Elective
Department	Management
Area	ICADE
University	
Hours	4 h/week (2 sessions 2 hours)
Professor	Blanca Moro Cañada
Description	<p>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.</p> <p>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.</p> <p>Finally, it is expected that the students know the agents that have a key role in the process of technological innovation, with special emphasis on the institutional aid and cooperation with other companies and institutions as well as the main sources of technological information for the address companies.</p>

Academic Team	
Profesor	
Name	Blanca Moro Cañada (E-6 and E-2 bilingual; fist/second semester)
Department	Management
Area	ICADE
Office	C 510
e-mail	blanca.moro@gmail.com
Tutorial	By appointment (via email)
Profesor	
Name	Ana Segurado Escudero (E-3 bilingual; second semester)
Department	Management
Area	ICADE
Office	C 510
e-mail	ana.segurado@icade.comillas.edu
Tutorial	By appointment (via email)
Profesor	
Name	Miguel Angel López Gómez (E-4 spanish; second semester)
Department	Management
Area	ICADE
Office	C 510
e-mail	malopez@icade.comillas.edu
Tutorial	By appointment (via email)

COURSE SPECIFIC INFORMATION

Context of the course
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 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.
Pre -requisites
By nature, this subject has close and permanent links with "Strategic Analysis" and "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	
Competencies	
GENERAL	
CG01	Analysis and synthesis capabilities
RA01	Understand in detail the bibliographic material of the subject.

	RA02	Classify and summarize logically and coherently the contents of the bibliographic material of the subject.
CG02	Problem solving and decision making.	
	RA01	Identify the limitations that affect decision making and find a satisfactory solution. .
	RA02	Make decisions and solve practical problems using theoretical content and in accordance with the recognized methodologies for problem solving.
CG04	Ability to manage information from diverse sources	
	RA01	Search and use information from various sources for learning activities and discriminate regarding their value and the usefulness of each of them.
	RA02	Develop critical thinking, questioning information, generating conclusions and own points of view.
	RA03	Clarity, precision, accuracy and relevance in the use of information, deepening with logic and impartiality.
CG06	Oral and written communication in the own language	
	RA01	Precise writing, with grammatical and orthographic correction and in a structured, intelligible and convincing way.
	RA02	Oral expression with ease, fluency and clarity and in a structured, intelligible and convincing way.
	RA03	Effective communication by devising solutions to complex problems.
CG07	Communication in a foreign language	
	RA01	Search and use information for English language learning activities, being able to make a comprehensive reading.
	RA02	Precise, correct, fluent and clear expression in writing and orally in English and in a structured, intelligible and convincing way.
CG09	Interpersonal skills: listening, arguing and debating	
	RA01	Presentation of opinions in a reasoned and synthetic way.
	RA02	Openess and interest in the opinions and contributions of others, enriching own argument.
CG10	Leadership and teamwork ability	
	RA01	Active and professional participation and contribution to team work, sharing information, knowledge and experiences with other members.
	RA02	Contributes to the establishment of cooperative processes and the achievement of common agreements and objectives, actively listening and communicating effectively.
CG11	Critical and self-critical ability	
	RA01	Evaluation of own and those of others ideas and work.
	RA02	Ability to carry out the process of giving and receiving feedback assertively, improving the integration and trust of the working teams.
CG14	Ability to learn and work autonomously	
	RA01	Search and find adequate resources for the effective development of the learning activities.
	RA02	Develop the necessary activities for independent research
CG17	Ability to elaborate and transmit ideas, projects, solutions and problems reports	
	RA01	Argues independently and critically about diverse concepts and theories.
	RA02	Know and apply different theories, models and tools in solving practical problems.
SPECIFIC		
CEOPT01	Knowledge and understanding of the dynamic elements of the competitive advantage of the company associated with technology, innovation and information	
	RA1	Knows and understand the different theories on management of information systems and the essential concepts of the subject (information technology,

		investment in information technology, information system, psychology of technology, data management, software and hardware) relating them to the concrete reality of the business world.
	RA2	Identify the economic benefits of information systems and understand the strategic applications of information systems.
	RA3	Know and understand the concept of digital business and digital business models, as well as the operation of inter-organizational information systems in these new organizational realities.
	RA4	Know and argue the value of innovation as a source of competitive advantage for organizations, as well as the relevant issues in relation to innovation management.
	RA5	Know and understand the determining factors involved in the formulation of innovation strategies of companies, with special interest in the organizational conditions that favor the formulation and implementation of these strategies
	RA6	Know and critically value the different strategic alternatives for the generation, exploitation and commercialization of innovation, in the context of increasingly dynamic, open and collaborative competitive dynamics.

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

TEACHING METHODOLOGY

General methodological aspects of the course	
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:	
In Class Methodology: Activities	Competencies

<p>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.</p>	<p>CG09, CEOPT01</p>
<p>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.</p>	<p>CG01, CG02, CG09, CG10, CG11, CG17</p>
<p>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.</p> <p>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.</p> <p>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.</p>	<p>CG01, CG04, CG06</p>
<p>Out of Class Methodology: Activities</p>	<p>Competencies</p>
<p>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.</p>	<p>CG01, CG04, CG14, CEOPT01</p>
<p>AF5. Academic Tutorial individual or in groups in order to solve problems or doubts that could have arisen during the learning process.</p>	<p>CG01, CG04, CG06</p>
<p>AF6. Structured reading. Reading and analysis of relevant texts with various tasks that assess reading comprehension individually or in groups.</p>	<p>CG11</p>

<p>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.</p> <p>Each group must make a written comment on the news in question, including :</p> <ul style="list-style-type: none"> • 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. 	CG04, CG17
--	-------------------

SUMMARY OF WORKED HOURS BY STUDENT			
IN CLASS HOURS			
Master Classes	Practise Classes	Academic Activities	Exams
10 hours	15 hours	23 hours	2 hours
OUT OF CLASS HOURS			
Individual work over theoretical contents	Individual work over practical contents	Teamwork	Study
15 hours	25 hours	15 hours	20 hours
CREDITS ECTS: 5			5 * 25 = 125

GRADING SYSTEM

EVALUATION ACTIVITIES	CRITERIA	WEIGHT
<p>Final Exam: with an essentially practical orientation, based on the discussion of practical case/s, it allows students to demonstrate their knowledge applied to solving problems related to the strategic direction of innovation.</p>	<p>Capabilities: Comprehension, Relational, Exposition Reasoning</p>	50%
<p>Case Analysis: Practical applications of the contents, models and tools developed during the course proposed by the teacher and / or consultants of prestige. The final note of this activity will be the arithmetic mean of each one of the exercises / resolved throughout the academic year.</p> <p>News Analysis: Group work</p>	<p>Teamwork and practice application od theory.</p> <p>Depth analysis and understanding. Search and reporting.</p>	35%
<p>Public Presentations</p> <p>Active Participation in class</p> <p>Attitude on individual work</p>	<p>Rigor. Time management. Active debate following the presentation. Participation. Proactivity.</p>	15%

Grading

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.

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	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

COURSE MATERIALS / REFERENCES

Bibliography
Textbooks (for some specific topics)
<p>Cetindamar, D.; Phaal, R. y Probert, D. (2016). <i>Technology Management. Activities and Tools</i>. Palgrave Macmillan, Second edition.</p> <p>Harford, T (2018) <i>Cincuenta innovaciones que han cambiado el mundo</i>. Conecta.</p> <p>Michalko, M (2007) <i>Los secretos de los genios de la creatividad</i>. Gestión 2000.</p> <p>Mootee, I. (2014) <i>Design Thinking para innovación estratégica</i>. Empresa activa.</p> <p>Tidd, J. y Bessant, J. (2013). <i>Managing Innovation: Integrating Technological, Market and Organizational Change</i>. Chichester: John Wiley, Fifth edition.</p> <p>Westland, J. C. (2017). <i>Global innovation management</i>. Palgrave Macmillan, Second edition.</p>
Papers
<p>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.</p>
Web pages
<p>Moodle of the subject and other interesting links related to Technology and Innovation (for example):</p> <ul style="list-style-type: none">• 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
<p>PowerPoint Presentations available in Moodle. Databases of articles and academic literature.</p>
Others
<p>Internet use by the student is essential for searching for news and preparing oral presentations. Databases of articles and academic literature.</p>
Complementary bibliography
Textbooks
<p>SHANE, S.A. (2009): <i>Technology Strategy for Managers and Entrepreneurs</i>, Prentice Hall.</p> <p>3M (2002): <i>A Century of Innovation. The 3M Story</i>, 3M Company.</p>