



COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2024 - 2025

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
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Fourth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Relaciones Internacionales (E-6) [Fifth year] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Fourth year]
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	
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Department	Departamento de Gestión Empresarial
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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 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

CG01	Capacidad de análisis y síntesis	
	RA01	Comprende pormenorizadamente el material bibliográfico propio de la materia
	RA02	Ordena, clasifica y resume de manera lógica y coherente los contenidos del material bibliográfico propio de la materia
CG02	Resolución de problemas y toma de decisiones	
	RA01	Es capaz de identificar las limitaciones que afectan a la toma de decisiones y de buscar una decisión satisfactoria
	RA02	Toma decisiones y resuelve problemas prácticos haciendo uso de contenidos teóricos y conforme a metodologías reconocidas de resolución de problemas
CG04	Capacidad de gestionar información proveniente de fuentes diversas	
	RA01	Busca y utiliza documentación de distintas fuentes, proveniente de diversas vías, para sus actividades de aprendizaje, discriminando conforme a su valor y a la utilidad de cada una de ellas
	RA02	Desarrolla pensamiento crítico, cuestionando la información gestionada, generando conclusiones y puntos de vista propios
	RA03	Es claro, preciso, exacto y relevante en el uso de la información, profundizando con lógica e imparcialidad
CG06	Comunicación oral y escrita en la propia lengua	
	RA01	Se expresa por escrito con precisión, con corrección gramatical y ortográfica y de forma estructurada, inteligible y convincente



	RA02	Se expresa oralmente con soltura, fluidez y claridad y de forma estructurada, inteligible y convincente
	RA03	Se comunica eficazmente al idear soluciones a problemas complejos
CG07	Comunicación en una lengua extranjera	
	RA01	Busca e utiliza documentación para sus actividades de aprendizaje en idioma inglés, siendo capaz de realizar una lectura comprensiva
	RA02	Se expresa por escrito y oralmente en idioma inglés con precisión y corrección, con soltura, fluidez y claridad y de forma estructurada, inteligible y convincente
CG09	Habilidades interpersonales: escuchar, argumentar y debatir	
	RA01	Expone sus opiniones de forma razonada y sintética
	RA02	Se muestra abierto e interesado por las opiniones y aportaciones de los demás, enriqueciendo también así su propia argumentación
CG10	Capacidad de liderazgo y trabajo en equipo	
	RA01	Participa y contribuye de forma activa y profesional al trabajo de grupo, compartiendo con los otros miembros información, conocimientos y experiencias
	RA02	Contribuye al establecimiento de procesos cooperativos y a la consecución de acuerdos y objetivos comunes, con escucha activa y con comunicación eficaz
CG11	Capacidad crítica y autocrítica	
	RA01	Evalúa el trabajo y las ideas propios y los de los demás
	RA02	Es capaz de realizar el proceso de dar y recibir feedback de forma asertiva, mejorando la integración y la confianza de los grupos de trabajo
CG14	Capacidad para aprender y trabajar autónomamente	
	RA01	Busca y encuentra recursos adecuados para el desarrollo eficaz de sus actividades de aprendizaje
	RA02	Desarrolla las habilidades necesarias para la investigación independiente
CG17	Capacidad de elaboración y transmisión de ideas, proyectos, informes, soluciones y problemas	
	RA01	Argumentar de manera independiente y crítica sobre conceptos y teorías diversas
	RA02	Conocer y aplicar diferentes teorías, modelos y herramientas en la resolución de problemas prácticos
ESPECÍFICAS		



CEOPT01	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

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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 active participation during the learning process with the aim of helping him / her to develop 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

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.



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CG09, CEOPT01

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 **CG0 1, CG04, CG06** 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.

Metodología	No	presencial:	Competencias
Actividades			
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
<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.			

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

CG09, CEOPT01



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.

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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.

CG01, 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.

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.

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

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CG11

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

CG04, CG17

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			
Lecciones de carácter expositivo	Ejercicios y resolución de casos y de problemas		
15.00	50.00		
NON-PRESENTIAL HOURS			
Estudio individual y/o en grupo y lectura organizada	Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos	Sesiones tutoriales
25.00	30.00	25.00	5.00
ECTS CREDITS: 6,0 (150,00 hours)			

EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
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.	Capabilities: Comprehension, Relational, Exposition Reasonin	50
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. News Analysis: Group work	Teamwork and practice application od theory. Depth analysis and understanding. Search and reporting.	35
Public Presentations Active Participation in class Attitude on individual work	Rigor. Time management. Active debate following the presentation. Participation. Proactivity.	15

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.

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

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.

In compliance with current regulations on the **protection of personal data**, we would like to inform you that you may consult the aspects related to privacy and data that you have accepted on your registration form by entering this website and clicking on "download"

<https://servicios.upcomillas.es/sedelectronica/inicio.aspx?csv=02E4557CAA66F4A81663AD10CED66792>