



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus  
2024 - 2025

## FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Subject name	Creativity and Innovation
Subject code	E000012784
Main program	<a href="#">Grado en Análisis de Negocios / Business Analytics por la Universidad Pontificia Comillas</a>
Involved programs	Grado en Análisis de Negocios/Bachelor in Business Analytics y Grado en Relaciones Internacionales [First year] Grado en Análisis de Negocios/Bachelor in Business Analytics y Grado en Derecho [First year] Grado en Análisis de Negocios/Bachelor in Business Analytics [First year] Grado en Admin. y Dirección de Emp. y Grado en Análisis de Negocios/Bachelor in Business Analytics [First year] Grado en Ing. en Tecnologías de Telecom. y Grado en Análisis de Negocios/Bachelor in Busi. Analytics [Second year]
Level	Reglada Grado Europeo
Quarter	Semestral
Credits	3,0 ECTS
Type	Obligatoria (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Miryam Martín
Schedule	Refer to the schedules of the different academic groups and programs in which the courses are taught
Office hours	Request an appointment in advance via email with the professor who teaches the subject
Course overview	This course aims to discover what innovation and creativity really mean and why they are more essential than ever in organizations for survival and success. You will learn that building an intellectually diverse team is key to awakening creativity, as well as exploring philosophies and work methodologies especially oriented towards the generation and exchange of ideas for new products, services, and business processes and models (such as Design Thinking, Lean Startup, or the Agile philosophy). The relevance of a psychological environment that encourages creativity and allows risk-taking, as well as the influence of the physical environment, will be studied. The course will cover the application of divergent thinking techniques to generate ideas, as well as how to navigate scenarios with multiple options and constant change to determine when and how to focus on the best option. It will include a review of the different types of innovations and the practical implications of bringing in

Datos del profesorado	
<b>Teacher</b>	
Name	Miryam Martín Sánchez
Department	Departamento de Gestión Empresarial
Office	Alberto Aguilera 23 [OD 201] (Appointment in advance via email)
E-Mail	mmartins@icade.comillas.edu
<b>Teacher</b>	
Name	María Asunción Cano Escoriaza
Office	Alberto Aguilera 23 (Appointment in advance via email)



<b>E-Mail</b>	macano@comillas.edu
<b>Teacher</b>	
<b>Name</b>	Nicolás Santamaría Vega
<b>Department</b>	Departamento de Gestión Empresarial
<b>Office</b>	Alberto Aguilera 23 (Appointment in advance via email)
<b>E-Mail</b>	nsantamaria@icade.comillas.edu

## DATOS ESPECÍFICOS DE LA ASIGNATURA

### Contextualización de la asignatura

#### Aportación al perfil profesional de la titulación

Creative problem-solving is increasingly recognized as the most sought-after skill in business. The ever-changing business environment heightens the need for companies to continuously evaluate their competitive performance and critically review their past assumptions while looking toward the future. Entrepreneurs, employees, managers, and leaders are all required to identify valuable opportunities, generate and develop new ideas, and then trial and implement innovative solutions. To succeed, they all must move beyond surface-level assumptions and delve deeper into change. Change is ubiquitous and permeates all aspects of the organization, including strategy, products, processes, and even a variety of socio-technical systems. Managing these changes is central to the repositioning of organizations. Through innovative and creative approaches, companies can rewrite patterns of competition, become rule-makers and rule-breakers, or develop new ways of operating. Therefore, businesses require not only the ability to embrace change but also the knowledge of how to initiate and implement it.

### Competencias - Objetivos

#### Competencias

#### Resultados de Aprendizaje

<b>RA2</b>	Desafíos Empresariales en la Era Digital/ Business Challenges in the Digital Age (6 ECTS). RA2 Elaborar juicios y pensamiento crítico ante los retos que genera la transformación digital y la respuesta de las organizaciones a los mismos.
<b>RA1</b>	Creatividad e Innovación/ Creativity and Innovation (3 ECTS). RA1 Enunciar las claves individuales y los elementos de contexto que pueden promover e incentivar la creatividad y la innovación.
<b>RA2</b>	Creatividad e Innovación/ Creativity and Innovation (3 ECTS). RA2 Aplicar metodologías de trabajo especialmente orientadas a la generación de cambio e innovaciones.
<b>RA3</b>	Creatividad e Innovación/ Creativity and Innovation (3 ECTS). RA3 Distinguir todos los tipos de innovaciones, así como las claves en el proceso de su comercialización, adopción y difusión.

## BLOQUES TEMÁTICOS Y CONTENIDOS

### Contenidos – Bloques Temáticos

#### PART 1: Creating the Context for Corporate Creativity and Innovation



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2024 - 2025**

Topic 1: Relevance of Corporate Creativity and Innovation: the Challenge of Changing Business Environment

## **PART 2: Linking Corporate Creativity to Strategic Innovation**

Topic 2: Applied Corporate Creativity

Topic 3: The Process of Innovation

## **PART 3: Creativity and Innovation in the New Age**

Topic 4: New Tools and Complementary Approaches

Topic 5: Creativity and Innovation: Methodologies and Frameworks

## **METODOLOGÍA DOCENTE**

### **Aspectos metodológicos generales de la asignatura**

#### **Metodología Presencial: Actividades**

**Master Class Lessons with Student Interaction.** The professor's main objectives will be to define and clarify specific concepts and terminology, identify key elements and lines of thought related to the subject, and provide illustrative explanations. Throughout the sessions, the professor will actively engage with the students, encouraging their participation in discussions and nurturing their critical and analytical thinking.

The dynamics of each session will vary, with some requiring spontaneous input from students, while others may involve pre-session preparation. Students may be expected to come prepared to discuss the assigned readings, videos, and other materials provided in advance. This proactive approach ensures active student involvement and meaningful contributions to class discussions.

**Cooperative Learning:** The goal of this activity is to foster collaborative work in groups. The purpose is to promote autonomy and motivation in learning through shared responsibility.

**Individual or Group Resolution of Cases or Corporate Problems during the In-Person Sessions.** Throughout the sessions, and with the aim of facilitating knowledge acquisition, the professor may present students with business cases or problems to solve, followed by subsequent discussions.

**Public Presentation of Topics or Projects:** This activity offers students the chance to present and defend their work in front of the professor and their peers. Presentations can be conducted either individually or as a group. Students are encouraged to concentrate on several key elements, including conceptual organization, subject matter mastery, clarity in presentation, and displaying respect and rationality throughout all phases of their presentation. For group exercises, active collaboration from each team member is essential and expected.

#### **Metodología No presencial: Actividades**

**Individual Study by the Student.** Deepening into the content and extension of documentation. As part of their educational process, the student is required to work independently and autonomously to understand and retain the scientific content provided by the professor and even to develop or expand upon it with a specific focus on its application in their future profession. Within the educational platform hosting the course, the student will find the necessary materials and documentation. Additionally, individual reading of the recommended bibliography in this teaching guide is highly encouraged.

**Academic Tutoring.** The purpose is to address any doubts or difficulties that may arise during the learning process of the subject or in



acquiring the corresponding skills. It is equally suitable for monitoring the student's progress in their work.

**Analysis and Resolution of Corporate Cases or Problems Proposed by the Professor:** This component of the course entails analyzing and resolving cases/problems that are provided by the professor. These cases/problems are typically derived from brief readings, specially prepared materials, or various datasets and information, enabling students to practically apply the theoretical knowledge they have acquired throughout the course. Moreover, these exercises aim to nurture the development of critical thinking skills among students. By engaging in this process, students will gain valuable experience in tackling real-world problems and cultivating their abilities to effectively address unforeseen situations and different approaches.

## RESUMEN HORAS DE TRABAJO DEL ALUMNO

CLASSROOM HOURS			
Exposición pública de temas o trabajos	Lecciones de carácter expositivo	Otras actividades, seminarios, talleres, simulaciones, dinámicas de grupo, etc	Ejercicios y resolución de casos y de problemas
6.00	14.00	2.00	8.00
NON-PRESENTIAL HOURS			
Estudio y lectura organizada	Trabajos monográficos y de investigación, individuales o colectivos	Sesiones tutoriales	
15.00	25.00	5.00	
ECTS CREDITS: 3,0 (75,00 hours)			

## EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

Evaluation activities	Evaluation criteria	Weight
<b>Final Exam</b> on the theoretical and practical foundations studied, explained and worked on during the course (presentations, debates, supplementary articles, practical cases, guest experts, etc.). It must be passed in order to be averaged with the other components that make up the assessment of the subject.	<ul style="list-style-type: none"><li>Students should be able to answer clearly and precisely different sorts of questions.</li></ul>	50 %
<b>Individual work.</b> Student involvement and performance in the various dynamics proposed in class (debates, presentations, quizzes...) .	<ul style="list-style-type: none"><li>Proactivity</li><li>Appropriateness</li><li>Critical Thinking</li></ul>	15 %
<b>Collaborative resolution of business cases or problems.</b> It is proposed that groups develop and further explore corporate, creative solutions, applying theoretical and practical knowledge.	<ul style="list-style-type: none"><li>Analytical ability and critical reasoning</li><li>Depth of analysis</li><li>Management of teamwork</li><li>Information search and presentation</li></ul>	15 %
<b>Active student participation in sessions, dynamics</b>	<ul style="list-style-type: none"><li>Clarity</li></ul>	



<b>and activities.</b> Quality of attitude and performance towards individual and/or collaborative work in scheduled learning activities.	<ul style="list-style-type: none"><li>• Practical application</li><li>• Depth of analysis</li><li>• Synthesis ability</li></ul>	10 %
<b>Student participation in group work activities and presentations.</b>	<ul style="list-style-type: none"><li>• Proactivity</li><li>• Rigor in presentation</li><li>• Teamwork and time management</li></ul>	10 %

## Calificaciones

### GENERAL GUIDELINES:

Students must pass each of the activities that are part of the final grade. A minimum grade of 5/10 is considered passing for each activity.

Exercises that are NOT submitted under the exact conditions of place, date, and time scheduled for each exercise will receive a grade of 0/10.

Group work, which is part of the teaching methodology, may be subject to co-evaluation by the members of each group, following a model proposed by the teacher.

The use of electronic devices, when not planned, will be negatively considered, and plagiarism will also be penalized.

### USE OF CHAT GPT OR OTHER GENERATIVE ARTIFICIAL INTELLIGENCE:

The use of Chat GPT or other generative artificial intelligence is allowed in this subject for activities where it is expressly indicated. However, its misuse will be considered a serious offense, in accordance with the General Regulations of the University, Article 168.2.e: "carrying out actions aimed at falsifying or defrauding the evaluation systems of academic performance." The consequences of such misuse may result in "temporary expulsion for up to three months or the prohibition to take exams in the next sitting, in one or several subjects in which the student is enrolled, [...] in addition to receiving a failing grade (0) in the respective subject, [...] and the prohibition to take that subject's exam in the next sitting."

For activities where the use of generative AI is allowed, the student must clearly and explicitly indicate how they have used the AI (ChatGPT). Any content created using generative AI must be properly labeled as such. Additionally, any content that uses generative AI and is adapted must also be labeled accordingly, and authors should be cited.

The student must include the complete prompt (questions and answers) of their conversation with the AI (ChatGPT) as additional material (annexes) for generating the task.

### ATTENDANCE:

Continuous assessment reflects the student's commitment to learning the course. It is measured through the student's participation, diligence, and proactivity in the programmed learning activities in the classroom (individual and/or collaborative): for example, in the presentation and defense of solutions to given problems, in quizzes, etc.

Class attendance and participation (whether in-person or virtual) are necessary to evaluate each participant's performance. This is monitored and verified by the faculty through various records (Moodle platform reports, attendance sheets, self-records, etc.).



Article 93.1 of the General Regulations of the University states that failure to attend more than one-third of the total teaching hours for each subject will result in the inability to take the ordinary exam.

#### **STUDENTS WITH AN ATTENDANCE WAIVER:**

Students who have been granted an attendance waiver must communicate their situation via email to the corresponding professor during the first month of the course.

Students with an attendance waiver will only need to take the final exam to pass the course.

#### **EXTRAORDINARY EXAMINATION:**

Students will have to re-sit the evaluation activities under the following circumstances:

- They have not passed the final exam. In this case, they must take a written exam during the re-sit exam period. The final grade will be based on the components and weightings mentioned above.
- They have not passed any of the other elements that make up the grade. In this case, these students must complete either a plan of activities defined by the teacher or an oral defense proposing a solution to a corporate problem.

## **PLAN DE TRABAJO Y CRONOGRAMA**

<b>Activities</b>	<b>Date of realization</b>	<b>Delivery date</b>
<b>Individual and collaborative resolution of business cases or problems</b>	As planned on the course schedule.	As planned on the course schedule.
<b>Oral presentations</b>	As planned on the course schedule.	As planned on the course schedule.
<b>Quizzes</b>	As planned on the course schedule.	As planned on the course schedule.
<b>Final exam</b>	The date will be determined by the academic head of the Faculty.	The date will be determined by the academic head of the Faculty.

## **BIBLIOGRAFÍA Y RECURSOS**

### **Bibliografía Básica**

Goller, I., & Bessant, J. (2024). Creativity for Innovation Management. Tools and Techniques for Creativity Thinking in Practice. Routledge. 2nd Edition.

Pagani, M. & Champion, R. (2024). Artificial Intelligence for Business Creativity. Routledge. 1st Edition.

Dawson, P & Andriopoulos, C. (2021). Managing Change, Creativity & Innovation. SAGE.4th Edition.

Goodman, M. & Dingli, S.M. (2017). Creativity and Strategic Innovation Management. Directions for Future Value in Changing Times.



**COMILLAS**

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2024 - 2025**

Routledge. 2nd Edition.