



## COURSE DATA

### Data Subject

<b>Code</b>	35906
<b>Name</b>	Change and innovation management
<b>Cycle</b>	Grade
<b>ECTS Credits</b>	6.0
<b>Academic year</b>	2017 - 2018

### Study (s)

Degree	Center	Acad. year	Period
1314 - Grado de Negocios Internacionales/ International Business	Faculty of Economics	4	First term

### Subject-matter

Degree	Subject-matter	Character
1314 - Grado de Negocios Internacionales/ International Business	24 - Change and innovation	Optional

### Coordination

Name	Department
MORENO LUZON, MARIA DOLORES	105 - Business Administration 'Juan José Renau Piqueras'

## SUMMARY

Successful innovation is strategy-based, depends on effective internal and external linkages, requires enabling mechanisms for making change happen, and, it only happens within a supporting organizational context. Not all innovation is, of course, successful - but the opportunities for learning from failure are also considerable.

With this course we will go through a comprehensive search of the main clues for the effective management of innovation in an international environment. We will cover between others the following issues:

1. Globalization of innovation and the responses to the global challenges
2. Innovation networks and internationalization
3. Open innovation
4. Social innovation
5. Innovation for sustainability
6. Why innovations fail and how to avoid failure and learn from it
7. Creating high involvement innovation conditions



## PREVIOUS KNOWLEDGE

### Relationship to other subjects of the same degree

There are no specified enrollment restrictions with other subjects of the curriculum.

### Other requirements

Not required

## OUTCOMES

### 1314 - Grado de Negocios Internacionales/ International Business

- Develop the capacity to evaluate and critically analyse international economic phenomena and agents.
- Develop intercultural sensitivity and the ability to adapt to other geopolitical contexts.
- Be able to work in multidisciplinary and intercultural teams.
- Understand the structure and functioning of companies and organisations operating in an international context.
- Develop an ethical attitude in business, respecting human rights and the environment both in the country of origin of the company and in the different markets in which it operates.
- Understand the opportunities offered by research, development and innovation processes at a global level.
- Conocer las distintas perspectivas relacionadas con el cambio individual y el cambio en equipo.
- Conocer los distintos modelos y perspectivas del cambio organizativo.
- Conocer cuales son los factores de éxito para el cambio de la cultura organizativa.
- Ser capaz de gestionar procesos de cambio basados en las nuevas tecnologías.
- Conocer las estrategias tecnológicas y de innovación, así como las herramientas de análisis tecnológico y las capacidades tecnológicas de la empresa.
- Conocer las características básicas de los sectores de alta tecnología.
- Comprender el proceso de desarrollo de nuevos productos.
- Desarrollar la capacidad de implementar los sistemas de vigilancia y protección tecnológica.
- Conocer las principales formas de transmisión de la tecnología.
- Ser consciente del impacto de las actividades productivas sobre el medio ambiente y mantener una actitud de sostenibilidad.

## LEARNING OUTCOMES

Upon completing the course, students should be able to:



1. Understand the clues for the effective management of innovation in an international environment.
2. Detect opportunities offered by innovation at an international level.
3. Understand why innovations fail and how to avoid it.
4. Follow up systematically all the steps of the innovation process.
5. Critically analyze the appropriate conditions in the organization for innovation to flourish.
6. Understand and contextualize new perspectives in the managing of innovation, as open innovation, innovation networking, social innovation, and innovation for sustainability.
7. Develop a creative attitude toward all the issues studied in the course.
8. Develop skills for team working.

## DESCRIPTION OF CONTENTS

### **1. Innovation. What it is and why it matters. The role of innovation in an international context.**

- 1.1. Why innovation matters
- 1.2. What is innovation?
- 1.3. A process view of innovation
- 1.4. The role of innovation in an international context

### **2. Managing innovation.**

- 2.1. Can we manage innovation?
- 2.2. Developing an innovation strategy
- 2.3. Developing firm specific competences
- 2.4. Meeting the challenge of uncertainty



### 3. Innovation, knowledge and learning.

- 3.1. Sources of innovation, how to search.
- 3.2. Innovation and learning
- 3.3. Balancing exploitation and exploration
- 3.4. Absorptive capacity.
- 3.5. Innovation networks and learning networks

### 4. Building the innovative organization. Individual and team issues.

- 4.1. Shared vision and leadership
- 4.2. The role of facilitators
- 4.3. Team work
- 4.4. Participation

### 5. Organizational context for innovation

- 5.1. Building the appropriate structure for innovation
- 5.2. Creative climate
- 5.3. Organizational culture for innovation
- 5.4. Customer orientation

### 6. Models and perspectives of organizational change.

- 6.1 Individual, team and organizational change
- 6.2. Models of organizational change
- 6.3. Clues to avoid resistance to change
- 6.4. Success factors for cultural change
- 6.5. Managing technological based change

### 7. Implementing innovations.

- 7.1 Processes for new product development
- 7.2. Influence of technology and markets on commercialization
- 7.3. Service innovation
- 7.4. Exploiting new ventures

### 8. New perspectives on innovation.

- 8.1. Open innovation.
- 8.2. Social innovation
- 8.3. Innovation for sustainability

### 9. Capturing the benefits of innovation.

- 9.1. Creating value through innovation
- 9.2. Exploiting knowledge and intellectual property. Technological protection.
- 9.3. Capturing learning from innovation.



## WORKLOAD

ACTIVITAT	Hours	% To be attended
Theory classes	30.00	100
Classroom practices	30.00	100
Development of group work	15.00	0
Development of individual work	10.00	0
Study and independent work	30.00	0
Readings supplementary material	10.00	0
Preparation of evaluation activities	15.00	0
Resolution of case studies	10.00	0
<b>TOTAL</b>	<b>150.00</b>	

## TEACHING METHODOLOGY

We will use different methodologies in the teaching-learning process of Change and Innovation Management:

**Lectures:** We will use the lectures to present the theoretical contents of the subject. The course comprises a set of approximately fifteen two-hour lectures devoted to theoretical issues. For each topic (unit) the students will have a guiding scheme that allows them, through a literature search, the construction of their own study materials. Even though the lectures are mainly expositive, the participation of the students with questions and suggestions will be strongly promoted.

**Practical classes:** Another set of approximately fifteen two-hour practical sessions will be used to present and discuss practical cases.

Part of these sessions will correspond to student presentations (attendance of non-presenting students is compulsory). They allow implement the knowledge acquired in lectures and demonstrate the ability to work in teams and give public presentations. In particular we will use the case method teaching and other forms of participative methodologies. The aim is to develop the skills of analysis and synthesis of information, critical ability, and the ability to work independently and in teams. As well as be proficient in communication.

## EVALUATION

Assessment is by examination and coursework. The grade of the course will be divided into 50% for individual and/or team assignments and participation, and 50% for the final exam. The pass mark is 50 percent. The assignments will be evaluated according to the information quality, creativity and persuasiveness of the analysis and the quality of the presentations.



Continuous evaluation activities will be non-recoverable in the second call. The grade obtained by these activities will be maintained for the evaluation of the second call.

## REFERENCES

### Basic

- Tidd J. and Bessant J. (2013) "Managing Innovation. Integrating Technological, Market and Organizational Change". John Wiley & Sons, Ltd.

### Additional

- Cameron, E. and Green, M. (2004) Making sense of change management : a complete guide to the models, tools & techniques of organizational change. London ; Sterling, VA
- Fichter, K. and Beucker, S. (2012) Innovation communities : team-working of key persons - a success factor in radical innovation Berlin ; New York : Springer
- Frenz, M. and R. Lambert (2012), Mixed Modes of Innovation: An Empiric Approach to Capturing Firms' Innovation Behaviour, OECD Science, Technology and Industry Working Papers, 2012/06, OECD Publishing. <http://dx.doi.org/10.1787/5k8x6l0bp3bp-en>
- MacGregor, S. P. and Carleton, T. Ed. (2012) Sustaining innovation: collaboration models for a complex world New York, NY : Springer
- Michelini, L. (2012) Social innovation and new business models: creating shared value in low-income markets. Berlin ; New York : Springer. Chapter 1.