UAB
Universitat Autònoma de Barcelona

Introduction to Innovation Management

2026/2027

Code: 107570
Credits: 6

Degree programme	Type	Course
Business and Information Technology	OB	3

Contact lecturer

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Group languages

You can consult this information at the end of the document.

Prerequisites

No prerequisits

Objectives

- A vision of innovation as an integrated business process in the context of the company, deepening the development of organizational competencies to innovate and the specific dynamics of technological innovation.
- Address the issue from a strategic, organizational and operational perspective.
- Understand the importance of managing innovation in a business environment characterized by uncertainty.
- Identify the vectors that organizations have to manage to achieve successful innovation.
- Understand innovation as a result of a business strategy.
- Understand the legal mechanisms of intellectual property.
- Value the talent of people and work teams, as a key factor in an innovative process.
- Understand the process of social costruction of technoloy
- Understance the importance of a responsible governance of technology

Learning outcomes

- CM14 (Develop a value proposition aligned with the company's strategy that improves its current situation.) Develop a value proposition aligned with the company's strategy that improves its current situation.
- CM29 (Assess the impact of innovations on the competitiveness of a company or organization.) Assess the impact of innovations on the competitiveness of a company or organization.
- KM16 (Identify the different types of innovation in the company.) Identify the different types of innovation in the company.
- KM27 (Identify what technologies and how they can help improve the competitiveness of a company or organisation.) Identify what technologies and how they can help improve the competitiveness of a company or organisation.
- SM08 (Deliver oral presentations of both a technical and management nature tailored to different audiences.) Deliver oral presentations of both a technical and management nature tailored to different audiences.
- SM10 (Interpret the impact and effects on the organization of innovations and updates in integrated market management systems.) Interpret the impact and effects on the organization of innovations and updates in integrated market management systems.

Contents

Module 1: Introduction to Innovation Management

- Overview of Innovation

    Definition and types of innovation (product, process, business model, etc.)

    Importance of innovation in contemporary business

- Innovation vs. Invention

    Differences between innovation (commercialization and application of new ideas) and invention (creation of a new idea or concept)

- Historical Evolution and Current Trends

    Key milestones, influential figures, and future directions

- Case Studies

    Examples from leading innovative companies

Module 2: Innovation Strategies and the Role of Knowledge and Competencies

- Developing Innovation Strategies

    Aligning innovation with business strategy

    Strategic frameworks (Porter's Five Forces, SWOT analysis)

- MABA Analysis

    Market Attractiveness and Business Attractiveness (MABA) matrix to prioritize strategic initiatives

- Role of Knowledge Management

Capturing, sharing, and utilizing organizational knowledge

- Building Competencies for Innovation

  Skill development, organizational learning, and fostering an innovation-supportive culture

- Case Studies

  Analysis of companies with successful innovation strategies

Module 3: Innovation Models and Frameworks

- Classic and Modern Models of Innovation

  Linear model, interactive model, open innovation

  Disruptive innovation, lean startup, agile methodology

- Comparative Analysis

  Strengths and weaknesses of different models

- Case Studies

  Application of frameworks in real-world scenarios

Module 4: Ideation

- Idea Generation Techniques

  TRIZ (Theory of Inventive Problem Solving)

  Design Thinking

  Brainstorming

5W1H (Who, What, When, Where, Why, and How)

Fishbone Analysis (Ishikawa)

Other techniques: mind mapping, SCAMPER

- Creative Thinking

  Encouraging creativity and out-of-the-box thinking

- Tools and Technologies for Ideation

  Digital platforms and collaborative tools

- Case Studies

  Successful ideation processes in various industries

Module 5: Selection

- Evaluating Ideas

  Criteria for idea evaluation (feasibility, market potential, strategic fit)

- Qualitative Selection Methods

  Expert panels, Delphi method, SWOT analysis

- Quantitative Selection Methods

  Financial analysis, net present value (NPV), internal rate of return (IRR)

- Mix Matrix/Scoring Approach

  Weighted scoring models, matrix approach combining qualitative and quantitative criteria

- Decision-Making Processes

Stage-gate process, innovation funnel

- Portfolio Management

  Balancing risk and reward in innovation projects

- Case Studies

  Companies' approaches to selecting the best ideas

Module 6:Implementation and Impact Maximization

- Planning and Execution

  Developing a roadmap for innovationimplementation

  Project management principles

- Overcoming Challenges

  Common obstacles in innovation implementation and how to overcome them

- Measuring Impact

  Key performance indicators (KPIs) for innovation

  Assessing financial, social, and environmental impact

- Scaling and Sustaining Innovation

  Strategies for sustaining innovation over the long term

- Case Studies

  Successful implementation and impact stories

Learning activities and methodology

Title	Hours	ECTS	Learning outcomes
Workshops	17	0.68	CM14, CM29, KM16, KM27, SM08, SM10
Theoritical Classes	26	1.04	KM16, KM27, SM08, SM10
Preparation and elaboration of classwork's and homework's	33	1.32	CM14, CM29, KM16, KM27, SM08, SM10
Tutorship	15	0.6	CM14, KM16, KM27
Master Class	6	0.24	CM14, CM29, KM27, SM10
Study and information search	49	1.96	CM14, CM29, KM16, KM27, SM10

Teacher-pupils relationship

The general and relevant information about the subject that details the contents of the teaching guide, such as the dates of continuous assessment and dates and conditions of the work assignments, will be published on the virtual campus (or equivalent site) and may be subject to changes of programming for reasons of adaptation to possible incidents; the virtual campus will always be informed about these changes as it is understood that the virtual campus is the usual mechanism for exchanging information between teacher and student.

Languages

Classes will be conducted primarily in Spanish. However, some specific classes may be in Catalan or English (master classes with external speakers if applicable). English terms will also frequently appear. The written or supporting material for the course will be in English. Exercises during continuous assessment, the final exam, and re-evaluation will have instructions primarily in English but can be requested in Catalan or Spanish in advance. Responses to exams and exercises can be submitted (and if applicable, presented) in Catalan, Spanish, or English. The final exam will have questions in Spanish and English, although students can answer open questions in any of the three languages.

Theoretical classes

It is in these sessions that present the basic contents that students need to enter into the topics that make up the program. At the same time, they will indicate the possible ways to complete or deepen the information received in these sessions.

During the sessions, discussions will be generated and students' participation will be promoted both individually and in groups.

Workshops

In these sessions, the practical implementations of the concepts treated in theory classes will be made and challenges and exercises that can be both group and individual will be developed and will be developed through the use of active learning tools. You will need your PC inmost of the practical sessions.

Master Class

Experts from the sector will be invited, who, under the guidance of the teachers, will be able to transfer knowledge of innovation management very applied to their field of expertise. Approximately 4-5 sessions are planned.

Annotation: Within the schedule set by the centre or degree programme, 15 minutes of one class will be

reserved for students to evaluate their lecturers and their courses or modules through questionnaires.

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Assessment

Continuous assessment activities

Title	Weight	Hours	ECTS	Learning outcomes
Group Work	35	1	0.04	CM14, CM29, KM16, KM27, SM08, SM10
Final Exam	35%	1	0.04	CM14, CM29, KM16, KM27, SM08, SM10
Individual in class excercises	10	1	0.04	CM14, CM29, KM16, KM27, SM08, SM10
Partial Exam	20%	1	0.04	CM14, CM29, KM16, KM27, SM08, SM10

\"*This subject/module does not offer the option for comprehensive evaluation.*\"

General Conditions to Approve

- At least 5 out of 10 must be taken to pass
- Continuous assessment (45%) two parts:
- CA1: Workshops and group project (35%). 7 group workshops on the topics of the course where students will cooperatively work on subject topics to ideate and plan a technological idea. It is required to participate actively to be evaluated: in case of no participation, activity will be considered not performed and thus the global mark that the group has obtained will not be considered. Class participation will also be valued.
- CA2: Individual exercises in class (10%): Problem-based learning exercises, case discussion or individual work, presentation in class of the results and other tests that are determined.
- It is required to have a minimum of 5 to be able to pass the course without a retake.

2. Exam (55%):

- Final exam (35%)
- We will evaluate all the topics seen during the whole length of the course, and the exam may combine test questions, short answers, or exercises, among others.
- A minimum grade of 5 is required to pass and sum it to the AC grades

2. Partial Exam (20%)

- We will evaluate all the topics seen during the whole length of the course, and the exam may combine test questions, short answers, or exercises, among others.
- A minimum grade of 5 is required to pass and sum it to the AC grades

3. Calculation of the final grade:

- If CA> = 5 and Exam>=5, the final grade of the subject (N) will be: N = 65% (exams) + 35% (continuous assessment). The student passes the course if N>=5,and does not pass if N <3.5. In the intermediate case, the student can do the recovery process detailed below.
- If AC <5 and/or Exam <5, fail the course, but if from the previous calculation a value of N exceeding 3.5 is obtained, the student can go to the retake process.

Calendar of evaluation activities

The dates of the evaluation activities (midterm exams, exercises in the classroom,assignments, ...) will be

announced well in advance during the semester.

The date of the final exam is scheduled in the assessment calendar of the Faculty.

\"The dates of evaluation activities cannot be modified unless there is an exceptional and duly justified reason why an evaluation activity cannot be carried out. In this case, the degree coordinator will contact both the teaching staff and the affected student, and a new date will be scheduled within the same academic period to make up for the missed evaluation activity.\" ***Section 1 of Article 115. Calendar of evaluation activities (Academic Regulations UAB).*** Students of the Faculty of Economics and Business, who in accordance with the previous paragraph need to change an evaluation activity date must process the request by filling out an Application for exams' reschedule
https://eformularis.uab.cat/group/deganat_feie/application-for-exams-reschedule

Grade revision process

After all grading activities have ended, students will be informed of the date and way in which the course grades will be published. Students will be also be informed of the procedure, place, date, and time of grade revision following university regulations.

Retake Process

\"To be eligible to participate in the retake process, it is required for students to have been previously evaluated for at least two-thirds of the total evaluation activities of the subject.\" ***Section 3 ofArticle 112 third The recovery (UAB Academic Regulations)****.* Additionally, it is required that the student to have achieved an average grade of the subject between 3.5 and 4.9.

The date of the retake exam will be posted in the calendar of evaluation activities of the faculty. Students who take this exam and pass will get a grade of 5 for the subject. If the student does not pass the retake, the grade will remain unchanged, and hence, the student will fail the course.

Irregularities in evaluation activities

In spite of other disciplinary measures deemed appropriate, and in accordance with current academic regulations, \"in the case that the student makes any irregularity that could lead to a significant variation in the grade of evaluation activity, it will be graded with a 0, regardless of the disciplinary process that can be instructed. In case of various irregularities occur in the evaluation of the same subject, the final grade of this subject will be 0\". ***Section 10 of Article 116. Results of the evaluation. (UAB Academic Regulations).***

The completion of assessment activities is subject to the provisions set out in this course guide and in the "Policy of the School of Economics and Business on the Detection of Irregularities during Assessment Activities", which regulates the conditions under which assessment tasks are conducted and the procedures applicable in cases where indications of irregularities are detected. Students are encouraged to consult the policy.

Bibliography

Tidd & Bessant \"Managing Innovation\" edition, Chapter 1-4 2nd edition

Yochai Benkler, Peer Production, the Commons, and the Future of the Firm, 15 Strategic Org. 264 (2017).

Ingenio Sistemas de Innovación - Capitulo 2 y 3

Winner 1980 - Do artefact have politics?

National Innovation Systems OECD Report

Stilgoe et al. 2013 - A framework for responsable innovation. Research Policy.

André Gorz - Ecología y Política. Capítulos 1-3, paginas 1-39

Software

Use of MS Power Point, MS Word, MS Excel and TEAMS for virtual sessions if needed.

Canva can be used for some presentations or graphics

MURAL in case of virtual practical sessions, if needed.

For the practical sessions and exams you need to bring your PC.

Course groups and languages

The information provided is provisional until November 30. After this date, you will be able to consult the language of each group through this link. To access the information, you will need to enter the course CODE

Type of teaching	Group	Language	Semester	Shift
(TE) Theory	20	Catalan	second semester	morning-mixed
(PAUL) Classroom practices	201	Catalan	second semester	morning-mixed