



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
<b>Innovation management</b>	

Lecturer(s)	Department(s) where the course unit (module) is delivered
<b>Coordinator: assoc. prof. Viktorija Cohen</b> <b>Other(s):</b>	Faculty of Economics and Business Administration Sauletekio ave. 9, II building, LT 10222 Vilnius

Study cycle	Type of the course unit (module)
First	Elective

Mode of delivery	Period when the course unit (module) is delivered	Language(s) of instruction
Face-to-face / on-line	Autumn semester	English

Requirements for students
<b>Prerequisites: Management, Global Marketing</b>

Course (module) volume in credits	Total student's workload	Contact hours	Self-study hours
5	130	48	82

Purpose of the course unit (module): programme competences to be developed
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The aim of this course is to introduce students to the principles of innovation creation and shaping, to understand what kind of managerial approaches are used in different global business organization, what approaches are applied to respond to changing global market trends. The course aims to develop competences in understanding innovation process creation and formation, which will help students to understand the challenges faced by global companies in solving business problems in the modern knowledge economy and to critically evaluate them. It is aimed to generate ideas and provide creative and innovative solutions to problems, abilities to assess companies' strengths and weaknesses. Additionally, students will learn to evaluate opportunities and potential risks that correspond to companies' activities, to anticipate market trends in the context of global business, to independently and responsibly generate ideas and provide creative and innovative solutions to problems. Lastly, the activities of the course shape principles of teamwork.

Learning outcomes of the course unit (module)	Teaching and learning methods	Assessment methods
Student will be able to interpret the fundamental concepts of the principles of innovation and the importance of innovation in a business organisation	Traditional and/or interactive lecture, literature analysis, teamwork, discussion, in-class short writing activities.  Written homework assignment and peer review.  Project development in teams based on case studies, presentation, discussion, workshops, use of active methods, collaborative learning, mapping of ideas/thoughts and concepts.  Active participation in workshops (during seminars), case studies, problem-based learning, teamwork	Test (open and closed questions); problem-solving exercise.  Homework, peer review.  Preparation and presentation of a team project, conducting a workshop, evaluation of the involvement of colleagues in the teamwork.  Active participation in workshops during seminars.
Student will understand the elements that make up the business models of innovative companies and will learn how to evaluate the innovation process in companies and understand their economic benefits and competitiveness.		
Student will be able to critically analyse the practices of innovative companies, assessing the strengths and weaknesses of the company, opportunities and potential risks.		
Student will know how to address and assess existing innovation and management challenges, apply innovation management techniques and ways to strengthen company's competitiveness in the modern business environment.		
Student will be able to plan and organise his/her own learning process.		
Student will know the principles of teamwork and will be able to apply them in solving tasks in an international team.		

Content: breakdown of the topics	Contact hours							Self-study work: time and assignments		
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship/work placement	E-learning	Contact hours	Self-study hours	Assignments
1. Familiarisation with the course requirements and criteria. Distribution of teams	2							2		
2. Introduction to innovation: we will explore in more detail the concept, importance and need for innovation in today's business environment. The impact of innovation on growth and competitive advantage. We will understand how innovation should be analysed based on the 4P model; we will discuss the characteristics of innovation and understand the innovation adoption and life cycle. Most importantly, we will answer the question: how can the innovation process be organised and managed?	4		2					6	10	Review of literature: Tidd J., Bessant J. R. (2018) Ch. 1.
3. The innovation process and innovation management. We will look at the theoretical aspects of innovation: how innovation is classified, how innovation has evolved (waves of innovation). We will also cover innovation management approach through 4P model analysis.	2		2					4	4	Review of literature: Tidd J., Bessant J. R. (2018) Ch. 2. Preparation for the seminar (case study), analysis of a case study in a workshop.
4. Not all innovations happen in an organic, loose, informal environment, and this type of organisation can sometimes be at odds with the interests of successful innovation. The aim of this section is therefore to define the concept of an innovative organisation, what kind of culture distinguishes innovative companies, to determine whether a leader can steer an organisation towards innovation success, to discuss the importance of creativity and the climate of an innovation-friendly organisation.	2							2	4	Review of literature: Tidd J., Bessant J. R. (2018) Ch. 3. Project development. Homework assignment #1 (Moodle).
5. Innovation strategies: importance, strategic advantage, types of innovation strategies, approaches. Traditional strategies and innovative strategies. Business model development, examples and discussion.	2		2					4	4	Review of literature: Tidd J., Bessant J. R. (2018) Ch. 6. Project development. Workshop: case study (1).
6. Sources of innovation: we will discuss different sources of innovation, such as markets, consumers, crises, etc. Innovation operates in the context of connections and networks, so we will look at innovation networks, their applications; open and	4							4	8	Review of literature: Tidd J., Bessant J. R. (2018) Ch. 5, 7, 11 Homework assignment #2 (Moodle).  Project development.

closed innovation, benefits and challenges.										
7. The challenge of uncertainty in the innovation process. In this step, we look at ways that help organisations to recall decisions under uncertainty.	2		2					4	2	Reveiw of literature: Tidd J., Bessant J. R. (2018) Ch. 8. Project development. Workshop: case study (2).
8. New product or service development processes, drivers: the stage-gate model and the development process funnel. We look at common factors that influence the success and failure of products and services. The main objective of this topic is to look at how the market and technological context influence the development and commercialisation process. We will look at how companies develop and commercialise technologies, products and businesses outside their existing strategy and core competences. We will discuss the role and governance of internal companies and start-ups in the development and commercialisation of new technologies, products and businesses.	4		2					6	10	Reveiw of literature: Tidd J., Bessant J. R. (2018) Ch. 10, 12. Project development. Workshop: case study (3).
9. Innovation process support and deployment. Diffusion of innovation.	2		2					4	10	Reveiw of literature: Tidd J., Bessant J. R. (2018) Ch. 9. Project development. Workshop: case study (4).
10. Creating innovation value. We look at how private and public organisations can reap the benefits of innovation and reduce innovation risk. Leveraging competitive advantage, including intellectual property. Contribution of innovation to economic and social change: economic development, improved social services and opportunities for greater sustainability.	4		2					6	20	Reveiw of literature: Tidd J., Bessant J. R. (2018) Ch. 13, 14. Homework assignment #3 (Moodle).  Project development. Workshop: case study (5).
Putting innovation into practice: guest lectures to find out how companies innovate?	4							4		
Exam preparation			2					2	10	Preparation, consulation
<b>Total</b>	<b>32</b>		<b>16</b>					<b>48</b>	<b>82</b>	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Test	40%	Examination period	<p>Open and closed question test. The exam consists of 40 questions. The exam assesses the student's ability to systematise and analyse the material presented in lectures and seminars. The questions are worth between 0,5 and 5 points. The test is conducted in Moodle. Students' knowledge is assessed as follows:</p> <ul style="list-style-type: none"> <li>- 10 (ten) points for a score of 95% and above (excellent knowledge and skills);</li> <li>- 9 (nine) points for a score of 85-94 % and above (very good knowledge and skills, minor discrepancies);</li> <li>- 8 (eight) points for a score of 75-85 % and above (good knowledge and ability, several errors);</li> <li>- 7 (seven) points for a score of 65-74 % and above (average knowledge and ability, some errors);</li> <li>- 6 (six) points for a score of 55-64 % and above (below average knowledge and skills);</li> <li>- 5 (five) points for a score of 45-54 % and above (knowledge and skills still meet the minimum requirements);</li> </ul>

			<ul style="list-style-type: none"> <li>- Below 45%, the test is failed (does not meet the minimum requirements). In this case, the test must be retaken during the retake period.</li> </ul>
Project development in teams and its delivery in a form of workshops	20%	During the semester	Students prepare a project in a team of 3-4. Students are being assigned a case study for its thorough analysis based on requirements and tasks distributed along with the case study. During the seminar students deliver the presentation to other colleagues in a form of a workshop, involving the audience in an active participation. The workshop is conducted using active methods, e.g. creating a game or interactive activity, devising a brainstorming game, etc. The assessment criteria and guidelines are discussed during the introductory workshop, explained in the outline of the course that is presented during the first lecture and provided in Moodle.
Active participation in seminars	20%	During the semester	<p>During the seminars, students are actively involved in case study workshops. Active participation is measured by the number of times the student has engaged in the workshop:</p> <ul style="list-style-type: none"> <li>5 workshops – 10 points (20%);</li> <li>4 workshops – 7 points (14%);</li> <li>3 workshops – 5 points (10%);</li> <li>2 workshops – 3 points (6%);</li> <li>1 workshop – 1 point (2 %).</li> </ul> <p>Workshop not attended – 0 points (0 %)</p> <p>Only active participation is valued as an attendance!</p>
Project	20%	During the semester	<p>Throughout the semester students work on a project and submit it in parts, with individual assignments due on predefined deadlines. Students are informed about the project in an introductory lecture. The project assignments are a compulsory part of the course. Each part of the project (assignment) represents 10% of the final grade and is assessed as follows:</p> <ul style="list-style-type: none"> <li>- 5 (five) points (5%) – the student provides a broad, reasoned and comprehensive answer based on the theoretical material studied, is able to apply knowledge and problem-solve, evaluate and interpret data or information, is able to propose solutions and logically convey ideas and information.</li> <li>- 4 (four) points (4%) – the student is able to provide an answer and justify the main points being analysed, able to apply knowledge to solve standard problems and make suggestions, and able to convey conventional information and ideas;</li> <li>- 3 (three) points (3%) – the student provides an answer but does not justify the answer by arguments, provides only basic information, minimal suggestions, inconsistent ideas and some errors;</li> <li>- 2 (two) points (2%) – the answer is minimally responsive to the question, not justified, the student presents only facts, does not argue, lacks coherence and makes fundamental errors in applying theoretical material;</li> <li>- 1 (one) point (1%) – the answer is minimal, contains substantial errors, no problem-solving suggestions or analysis;</li> <li>- 0 (zero) – no answer, deliberate distortion of factual material, the answer is not related to the requirements, plagiarism.</li> </ul> <p>If the requirements include peer review of assignments, each reviewer must provide detailed feedback on the assignment under review, based on the guidelines provided by the professor. Feedback that does not meet the requirements will not be assessed!</p>
The final grade is calculated by combining the results of the test, the seminar activities and the project assignments. To pass the test students must get 45% or more. For a course passing grade, a minimum score of 45% of all the course components must be reached. Important: failure to deliver projects will result in a failing the course as the student will not be allowed to take the final test). Only the final (aggregated) grade for the course is rounded.			
<b>The assessment strategy for an external exam</b>	<b>Weight, %</b>	<b>Deadline</b>	<b>Assessment criteria</b>
Case study assignment	30%	Before the exam	The student is required to carry out a case study analysis in accordance with the plan, tasks and requirements set in advance with the teaching instructor. The case study is to be carried out individually and submitted in writing. The case study is to be based solely on the literature sources of the subject,

			<p>providing personal insights. Length: approx.. 10 pages (Font size: Times New Roman 12 pt; Paragraph format: double-spaced, 1,5 pt line spacing; Paragraph spacing: 6 pt above and 6 pt below).</p> <p>Assessment criteria: clear relevance to the plan, clear statement and presentation of the main problem, coherence of the information presented, logical presentation of ideas, justification of arguments, methods of presenting a solution, clarification of opinion, analysis of phenomena; argumentation of conclusions, logical reasoning, style of writing and general presentation of paper.</p> <p>Completion and submission to the professor: 3 days before the examination. The paper is assessed by the examining professor. Failure to submit the assignment on time will result in the student not being allowed to take the exam.</p>
Test	70%	During the exam period	A test of 40 open and closed questions. Each question is worth between 0.5 and 5 points. The student's knowledge is assessed according to the test assessment methodology set out above.

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
<b>Compulsory reading</b>				
1. Tidd J., Bessant J. R.	2018	Managing Innovation: Integrating Technological, Market and Organizational Change, 6th Edition Ch .1 – 6	ISBN: 978:1-119-37945-4	Wiley
Other online supplementary material: Case studies, handouts, scientific articles and other online material.				
<b>Supplementary reading</b>				
2. Swann P.	2009	The Economics of Innovation Ch. 1, 2	ISBN: 978:1-848-44006-7	Edward Elgar