



Information about the subject

Degree: Bachelor of Science Degree in Business Administration and Management

Faculty: Faculty of Legal, Economic and Social Sciences

Code: 302016 **Name:** Creativity and Management of Innovation

Credits: 6,00 **ECTS Year:** 4 **Semester:** 2

Module: Business Organization and Management

Subject Matter: Business Management **Type:** Elective

Department: -

Type of learning: Classroom-based learning / Online

Languages in which it is taught: English

Lecturer/-s:

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Module organization

Business Organization and Management

Subject Matter	ECTS	Subject	ECTS	Year/semester
Business Organisation	24,00	Entrepreneurship and Business Initiative	6,00	4/1
		Human resources management	6,00	3/1
		Strategic Management and Company Policy	6,00	4/1
		Strategies for Business Growth	6,00	4/2
Business Management	18,00	Creativity and Management of Innovation	6,00	4/2
		Quality and Environment Management	6,00	3/1
		Social Responsibility of Company	6,00	4/2
Company	12,00	Business Organisation and Management	6,00	2/2
		Fundamentals of Business Management	6,00	1/1

Recommended knowledge

There are no prerequisites. However, it is very convenient to have previously passed the courses "Fundamentals of Business Management" and "Management and organisational systems" allocated in the first and second year of the degree.



Learning outcomes

At the end of the course, the student must be able to prove that he/she has acquired the following learning outcomes:

- R1 Locate and organize information needed to take innovation management decisions.
- R2 Analyse the situation of an organization, from an external perspective using appropriate tools.
- R3 Propose creative and appropriate alternatives to manage creativity and innovation in a particular organization.
- R4 Election of the way to implement an innovation plan that provides greater strategic value to the organization.



Competencies

Depending on the learning outcomes, the competencies to which the subject contributes are (please score from 1 to 4, being 4 the highest score):

BASIC		Weighting			
		1	2	3	4
CB1	That students have demonstrated knowledge and understanding in an area of study that is at the core of general secondary education, and is often at a level that, while supported by advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study.			X	
CB2	That students know how to apply their knowledge to their work or vocation in a professional way and possess the skills that are usually demonstrated through the elaboration and defense of arguments and the resolution of problems within their area of study.			X	
CB3	That students have the ability to gather and interpret relevant data (usually within their area of study) to make judgments that include reflection on relevant social, scientific or ethical issues.			X	
CB4	That students can convey information, ideas, problems and solutions to both specialized and non-specialized audiences.			X	
CB5	That students have developed those learning skills necessary to undertake further studies with a high degree of autonomy.			X	
GENERAL		Weighting			
		1	2	3	4
CG1	Capacity of analysis and synthesis.		X		
CG3	Capacity to apply knowledge into practice.				X
CG4	Capacity to handle information from different sources.				X
CG5	Oral and written communication.			X	
CG8	Orientation to problem-solving.			X	



CG9	Decision-making orientation.			X	
CG11	Creativity and ability to generate new ideas.				X
CG12	Initiative and entrepreneurial spirit.				X
CG15	Interpersonal relationship skills.		X		
CG17	Ability to issue reports on specific company and market situations.				X
CG18	Ability to obtain, from the data, valuable information for decision making.			X	
CG19	Commitment, responsibility and ethical sense.			X	
CG20	Development of values related to the principles of equal opportunities between men and women, universal accessibility for people with disabilities and, in general, democratic values and a culture of peace.			X	

SPECIFIC		Weighting			
		1	2	3	4
CE3	Identify the functional areas of a company and their relationships (e.g. purchasing, logistics, marketing, finance and human resources)				X
CE5	Understanding of existing and new technologies and their impact on new or future markets.			X	
CE6	Change management in an organization.				X
CE7	Ability to manage a company or organization, understanding its competitive and institutional positioning and identifying its strengths and weaknesses.				X
CE8	Managing a company through its planning and control, using concepts, methods and tools (e.g. strategy design and implementation, benchmarking, total quality management, ABC cost system).		X		



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CE14	To understand the potential impact of aspects related to the macro- and microeconomic environment and its institutions on business organizations (e.g. the monetary and financial system, domestic markets)		X
CE15	Ability to obtain, from the data, valuable information for decision making.		X
CE17	Application of professional criteria to the analysis of business problems.		X
CE18	Ability to integrate in any functional area of a company and develop different tasks related to its management.		X



Assessment system for the acquisition of competencies and grading system

In-class teaching

Assessed learning outcomes	Granted percentage	Assessment method
R1, R2, R3, R4	15,00%	Objective Tests
R1, R2, R3, R4	25,00%	Conduct of Theory-Practice
R1, R2, R3, R4	10,00%	Class attendance and participation
R1, R2, R3, R4	50,00%	Final Exam

Observations

The final test must be passed (5/10) to be considered on the average of the final grade. To assess during the course objective tests and deliverable activities will be used. The activities must be presented orally on the dates established in the calendar given to the students at the beginning of the course. The activities must be delivered within the indicated deadlines and must obtain a grade higher than 5 out of 10. In the event that the student has not delivered 2 or more activities on time or fails to obtain at least a 5/10 all the activities will be presented orally on the day of the final exam. Attendance and participation is very important to progress along the course and it is obligatory on certain dates. The mention of Distinction will be awarded to students who have achieved a score equal to or greater than 9.0. Their effort in extra activities and demonstrated interest in learning, thus helping to achieve the goals set by the group, will be considered. The number of Distinctions granted will not exceed 5% of students enrolled in a subject in the corresponding academic year unless enrollment is under 20, in which case only one Distinction may be granted. (Royal Decree 1125/2003).

Online teaching

Assessed learning outcomes	Granted percentage	Assessment method
R1, R2, R3, R4	5,00%	Attendance and participation in the activities of synchronous communication
R1, R2, R3, R4	25,00%	Conduct of deliverables
R1, R2, R3, R4	15,00%	Regular evaluations through online questionnaires.



R1, R2, R3, R4	5,00%	Participation in discussion forums
R1, R2, R3, R4	50,00%	Final on-site assessment.

Observations

El examen final deberá ser aprobado (5/10) para que pueda considerarse en la media de la nota final. La evaluación continua se realizará a través de pruebas objetivas y actividades teórico-prácticas entregables. Las actividades teórico-prácticas entregables del curso deberán cumplir los plazos indicados y obtener una calificación superior a 5 sobre 10. Todas las actividades deben defenderse de forma oral en las sesiones lectivas establecidas en el calendario que se entregará a principio de curso. La asistencia es deseable y obligatoria en algunas sesiones establecidas en calendario. En caso de falta de entrega en plazo y/o evaluación satisfactoria de mas de dos actividades entregables se deberá realizar una defensa oral de todas las actividades el día del examen final. Existirá un punto de entrega para actividades fuera de plazo.

El alumnado que obtenga una calificación final de sobresaliente podrá optar a la matrícula de honor, valorándose en este caso el esfuerzo en actividades voluntarias y el interés por aprender mostrado en las clases, colaborando de esta forma al logro de los objetivos planteados por el grupo. Se atenderá asimismo al criterio general de la UCV, según el cual sólo podrá concederse una matrícula de honor por cada 20 alumnos (o fracción para grupos de menos de 20 alumnos).

MENTION OF DISTINCTION:

According to Article 22 of the Regulations governing the Evaluation and Qualification of UCV Courses, the mention of "Distinction of Honor" may be awarded by the professor responsible for the course to students who have obtained, at least, the qualification of 9 over 10 ("Sobresaliente"). The number of "Distinction of Honor" mentions that may be awarded may not exceed five percent of the number of students included in the same official record, unless this number is lower than 20, in which case only one "Distinction of Honor" may be awarded.

Learning activities

The following methodologies will be used so that the students can achieve the learning outcomes of the subject:

- | | |
|----|---|
| M1 | Problem solving, commentaries, summaries to hand in periodically. |
| M3 | Teacher presentation of contents, analysis of competences, explanation and in-class display of skills, abilities and knowledge. |



- M5 Group work sessions supervised by the professor. Case studies, diagnostic tests, problems, field work, computer room, visits, data search, libraries, on-line, Internet, etc. Meaningful construction of knowledge through interaction and student activity.
- M7 Supervised monographic sessions with shared participation.
- M9 Application of multidisciplinary knowledge.
- M11 Personalized and small group attention. Period of instruction and / or orientation conducted by a tutor with the objective of reviewing and discussing the materials and topics presented in classes, seminars, readings, conducting work, etc.
- M13 Set of oral and/or written tests used in initial, formative or additive assessment of the student.
- M14 Student study: Group Individual preparation of readings, essays, problem solving, seminars, papers, reports, etc. to be presented or submitted in theoretical lectures, practical and/or small-group tutoring sessions.
- M16 Group preparation of readings, essays, problem solving, seminars, papers, reports, etc. to be presented or submitted in theoretical lectures, practical and/or small-group tutoring sessions.
- M17 Teacher presentation of contents, analysis of competences, explanation and in-class display of skills, abilities and knowledge.
- M19 Groupwork sessions in the chat under supervision of the lecturer. Analysis of economic and business case studies, both real and fictitious, in order to build knowledge through the student's interaction and activity. Critical analysis of values and social commitment.
- M21 Monographic sessions though the semester, which will be aimed at current aspects and applications of the subject.
- M23 Set of written or oral tests used for the initial, formative or cumulative assessment of the student.
- M25 Student study: Individual preparation of readings, essays, problem solving, seminars, papers, reports, etc., for their discussion or submission in electronic format.
- M27 Individual support for the monitoring and orientation of the learning process. It will be carried out by a lecturer and will pursue the revision and discussion of the materials, topics, readings, tasks, etc.



- M29 Group preparation of readings, essays, problem solving, seminars, papers, reports, etc., for their discussion or submission.
- M31 Participation in discussion forums related to the subject under the supervision of the lecturer.



IN-CLASS LEARNING

IN-CLASS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
On-campus Class M3	R1, R2, R3, R4	23,00	0,92
Practical Class M5	R1, R2, R3, R4	15,00	0,60
Seminar M7	R1, R2, R3, R4	5,00	0,20
Group Presentation of Papers M9	R1, R2, R3, R4	6,00	0,24
Office Assistance M11	R1, R2, R3, R4	6,00	0,24
Assessment M13	R1, R2, R3, R4	5,00	0,20
TOTAL		60,00	2,40

LEARNING ACTIVITIES OF AUTONOMOUS WORK

	LEARNING OUTCOMES	HOURS	ECTS
Group Work M16	R1, R2, R3, R4	30,00	1,20
Independent Work M14	R1, R2, R3, R4	60,00	2,40
TOTAL		90,00	3,60



ON-LINE LEARNING

SYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Synchronous Virtual Session M17	R1, R2, R3, R4	4,00	0,16
Synchronous Virtual Practical Session M19	R1, R2, R3, R4	4,00	0,16
Seminar and Synchronous Virtual Videoconference M21	R1, R2, R3, R4	4,00	0,16
On-site or Synchronous Virtual Assessment M23	R1, R2, R3, R4	3,00	0,12
TOTAL		15,00	0,60

ASYNCHRONOUS LEARNING ACTIVITIES

	LEARNING OUTCOMES	HOURS	ECTS
Individual Work M25	R1, R2, R3, R4	60,00	2,40
Tutorial Support Sessions M27	R1, R2, R3, R4	5,00	0,20
Group Work M29	R1, R2, R3, R4	10,00	0,40
Discussion Forum M31	R1, R2, R3, R4	10,00	0,40
Continuous Assessment Tasks M1	R1, R2, R3, R4	50,00	2,00
TOTAL		135,00	5,40



Description of the contents

Description of the necessary contents to acquire the learning outcomes.

Theoretical contents:

Content block	Contents
Managing innovation and creativity: basic concepts	What is innovation? Innovation and Value. Innovation and Competition. Innovation and Entrepreneurship. Innovation and Knowledge. Social Innovation. Why does innovation matter? To whom? Can we manage innovation?
Innovation strategy and value creation	Why strategy? What's in an Innovation Strategy? Strategic Analysis. Exploring the innovation space. Strategic Selection. Strategic competencies and Capabilities. Strategic positioning. Strategic posture: how are we going to play the game. Strategic Implementation Strategy at Different Levels. Innovation as a Dynamic Capability
Leading innovation.	Innovation as a state of mind. Innovative thinking. Innovation in everyday life. Innovation and creativity diary. Challenging assumptions. How to kill creativity.
The innovation process: from the idea to the market.	The innovation process: from the idea to the market. Customer profile. Value proposition. Business Hypotheses. Business Model Canvas. Assessing the business model design. Business Model Innovation.
Building the innovative organization	Ambidextrous organizations. Innovative Teams. Characteristics of an innovative climate. Sources of creativity. Open innovation. The role of users in the innovation process. Types of user and their contributions. Co-development. Crowdsourcing



Temporary organization of learning:

Block of content	Number of sessions	Hours
Managing innovation and creativity: basic concepts	4,00	8,00
Innovation strategy and value creation	4,00	8,00
Leading innovation.	8,00	16,00
The innovation process: from the idea to the market.	8,00	16,00
Building the innovative organization	6,00	12,00



References

Tidd J. and Bessant J. (2020) "Managing Innovation. Integrating Technological, Market and Organizational Change". John Wiley & Sons, Ltd.

Strategic Innovation Management (2014). Joe Tidd, John Bessant

The Innovator's Field Guide: Market Tested Methods and Frameworks to Help You Meet Your Innovation Challenges. (2014). Peter Skarzynski, David Crosswhite. John Wiley & Sons, Ltd.

Simple strategies to be more innovative in what you do. (2018) James O'Loghlin. John Wiley & Sons, Ltd.

Michellini, L. (2012) Social innovation and new business models: creating shared value in low-income markets. Berlin ; New York : Springer.

Osterwalder, A., Pigneur, Y., Oliveira, M. A. Y., & Ferreira, J. J. P. (2011). Business Model Generation: A handbook for visionaries, game changers and challengers. *African journal of business management*, 5(7), 22-30.

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2015). *Value proposition design: How to create products and services customers want* (Vol. 2). John Wiley & Sons.

Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in organizational behavior*, 36, 157-183.

Moreno-Luzon, M. D., Gil-Marques, M., & Valls-Pasola, J. (2013). TQM, innovation and the role of cultural change. *Industrial Management & Data Systems*, 113(8), 1149-1168.

Gil-Marques, M., & D. Moreno-Luzon, M. (2013). Driving human resources towards quality and innovation in a highly competitive environment. *International Journal of Manpower*, 34(8), 839-860.



Addendum to the Course Guide of the Subject

Due to the exceptional situation caused by the health crisis of the COVID-19 and taking into account the security measures related to the development of the educational activity in the Higher Education Institution teaching area, the following changes have been made in the guide of the subject to ensure that Students achieve their learning outcomes of the Subject.

Situation 1: Teaching without limited capacity (when the number of enrolled students is lower than the allowed capacity in classroom, according to the security measures taken).

In this case, no changes are made in the guide of the subject.

Situation 2: Teaching with limited capacity (when the number of enrolled students is higher than the allowed capacity in classroom, according to the security measures taken).

In this case, the following changes are made:

1. Educational Activities of Onsite Work:

All the foreseen activities to be developed in the classroom as indicated in this field of the guide of the subject will be made through a simultaneous teaching method combining onsite teaching in the classroom and synchronous online teaching. Students will be able to attend classes onsite or to attend them online through the telematic tools provided by the university (videoconferences). In any case, students who attend classes onsite and who attend them by videoconference will rotate periodically.

In the particular case of this subject, these videoconferences will be made through:

☒ Microsoft Teams

☐ Kaltura



Situation 3: Confinement due to a new State of Alarm.

In this case, the following changes are made:

1. Educational Activities of Onsite Work:

All the foreseen activities to be developed in the classroom as indicated in this field of the guide of the subject, as well as the group and personalized tutoring, will be done with the telematic tools provided by the University, through:

☒ Microsoft Teams

☐ Kaltura

Explanation about the practical sessions:



2. System for Assessing the Acquisition of the competences and Assessment System

ONSITE WORK

Regarding the Assessment Tools:

☒ The Assessment Tools will not be modified. If onsite assessment is not possible, it will be done online through the UCVnet Campus.

☐ The following changes will be made to adapt the subject's assessment to the online teaching.

Course guide		Adaptation	
Assessment tool	Allocated percentage	Description of the suggested changes	Platform to be used

The other Assessment Tools will not be modified with regards to what is indicated in the Course Guide.

Comments to the Assessment System:



ONLINE WORK

Regarding the Assessment Tools:

☒ The Assessment Tools will not be modified. If onsite assessment is not possible, it will be done online through the UCVnet Campus.

☐ The following changes will be made to adapt the subject's assessment to the online teaching.

Course guide		Adaptation	
Assessment tool	Allocated percentage	Description of the suggested changes	Platform to be used

The other Assessment Tools will not be modified with regards to what is indicated in the Course Guide.

Comments to the Assessment System: