



## 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:** 3 **Semester:** 2

**Module:** Business Organization and Management

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

**Department:** Economics, Business Management, and Marketing

**Type of learning:** Classroom-based learning / Online

**Languages in which it is taught:** English, Spanish

### 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	3, 4/2
Business Management	18,00	Creativity and Management of Innovation	6,00	3/2
		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
CE4	Ability to develop interdisciplinary knowledge and analysis to define criteria according to which a company is defined, linking the results with the analysis of the environment.				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		
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

**ASSESSMENT SYSTEM**  
**FINAL EXAM** The final exam will contribute 50% of the final grade and will consist of two parts. First, there will be an objective test consisting of a 30-question, three-choice multiple-choice questionnaire. Second, there will be a test consisting of two open-ended practical questions.  
**CONTINUOUS ASSESSMENT** Continuous assessment will contribute the remaining 50% of the final grade and will be based on student participation in two objective tests (15% of the final grade, 5% for the first, and 10% for the second) and two theoretical and practical activities presented orally in class (10% for the first and 15% for the second). In the event of an unsatisfactory evaluation on one of these tests, an additional test may be given on the last school day of the semester to improve the overall continuous assessment result. Attendance and participation in at least 80% of the class sessions is required to participate in continuous assessment activities. Ten percent of the final assessment depends on this attendance and participation. Both the final exam and the continuous assessment must have been passed to be taken into account in obtaining the final grade for the course.  
**EVALUACION UNICA** In accordance with Article 9 of the General Regulations for the Assessment and Grading of Official Studies and University-Specific Degrees at the UCV, the evaluación unica is linked to the inability of students enrolled in a face-to-face degree program to attend. It is, therefore, an extraordinary and exceptional assessment system available to students who, with justified and accredited documentation, are unable to submit to the continuous assessment system and who so request the professor responsible for the subject, who will expressly decide on the admission of the student's request for a single assessment and will inform the student of the acceptance/denial. Students may request access to recordings of online sessions to facilitate student follow-up. For the course, the minimum attendance required will be 80%. The single assessment, if granted, will be based on the general exam for the course, which will contribute 50% of the final grade, and an additional theoretical and practical exam, which will contribute the remaining 50% in both the first and second



sittings. **ARTIFICIAL INTELLIGENCE** Regarding the use of artificial intelligence in this course, it will be permitted in specific cases to carry out activities for class participation and theoretical and practical learning activities throughout the course, following the guidelines set by the professor on appropriate and responsible use. Transparency is required, as students must include, along with the bibliography, an explanation of the tasks completed with AI support and a critical assessment of the contribution AI has made to their work. If responsible use is not observed and the guidelines set by the instructor are not followed, students will lose the option to have their participation and theoretical and practical activities evaluated and presented in class in the future. The use of AI will not be permitted in the final assessment tests, as students will already have sufficient knowledge to successfully pass these tests.

**MATRICULA DE HONOR:** According to Article 14.4 of the General Regulations for the Evaluation and Grading of Official Studies and University-Specific Degrees at the UCV, the "Matrícula de Honor" distinction may be awarded to students who have obtained a grade equal to or higher than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is less than 20, in which case only one "Matrícula de Honor" may be awarded. Students who obtain a final grade of "A" may be eligible for honors. In this case, the effort shown in voluntary activities and the interest in learning in class will be valued, thus contributing to the achievement of the objectives set by the group. The general criteria of the UCV will be followed, according to which only one honors degree may be awarded for every 20 students (or a fraction for groups of fewer than 20 students).

### 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

**ASSESSMENT SYSTEM**  
**FINAL EXAM** The final exam will contribute 50% of the final grade and will consist of two parts. First, there will be an objective test consisting of a 30-question, three-choice multiple-choice questionnaire. Second, there will be a test consisting of two open-ended practical questions.  
**CONTINUOUS ASSESSMENT** Continuous assessment will contribute the remaining 50% of the final grade and will be based on student participation in two objective tests (15% of the final grade, 5% for the first, and 10% for the second) and two theoretical





and practical activities presented orally in class (10% for the first and 15% for the second). In the event of an unsatisfactory evaluation on one of these tests, an additional test may be given on the last school day of the semester to improve the overall continuous assessment result. Attendance and participation in at least 80% of the class sessions is required to participate in continuous assessment activities. Ten percent of the final assessment depends on this attendance and participation. Both the final exam and the continuous assessment must have been passed to be taken into account in obtaining the final grade for the course. **EVALUACION UNICA** In accordance with Article 9 of the General Regulations for the Assessment and Grading of Official Studies and University-Specific Degrees at the UCV, the evaluación unica is linked to the inability of students enrolled in a face-to-face degree program to attend. It is, therefore, an extraordinary and exceptional assessment system available to students who, with justified and accredited documentation, are unable to submit to the continuous assessment system and who so request the professor responsible for the subject, who will expressly decide on the admission of the student's request for a single assessment and will inform the student of the acceptance/denial. Students may request access to recordings of online sessions to facilitate student follow-up. For the course, the minimum attendance required will be 80%. The single assessment, if granted, will be based on the general exam for the course, which will contribute 50% of the final grade, and an additional theoretical and practical exam, which will contribute the remaining 50% in both the first and second sittings. **ARTIFICIAL INTELLIGENCE** Regarding the use of artificial intelligence in this course, it will be permitted in specific cases to carry out activities for class participation and theoretical and practical learning activities throughout the course, following the guidelines set by the professor on appropriate and responsible use. Transparency is required, as students must include, along with the bibliography, an explanation of the tasks completed with AI support and a critical assessment of the contribution AI has made to their work. If responsible use is not observed and the guidelines set by the instructor are not followed, students will lose the option to have their participation and theoretical and practical activities evaluated and presented in class in the future. The use of AI will not be permitted in the final assessment tests, as students will already have sufficient knowledge to successfully pass these tests.

**MATRICULA DE HONOR:** According to Article 14.4 of the General Regulations for the Evaluation and Grading of Official Studies and University-Specific Degrees at the UCV, the "Matrícula de Honor" distinction may be awarded to students who have obtained a grade equal to or higher than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is less than 20, in which case only one "Matrícula de Honor" may be awarded. Students who obtain a final grade of "A" may be eligible for honors. In this case, the effort shown in voluntary activities and the interest in learning in class will be valued, thus contributing to the achievement of the objectives set by the group. The general criteria of the UCV will be followed, according to which only one honors degree may be awarded for every 20 students (or a fraction for groups of fewer than 20 students).



## CLASS ATTENDANCE IN FACE-TO-FACE DEGREES

In accordance with the development guidelines of the General Regulations for the Evaluation and Qualification of Official Teachings and Own Degrees of the UCV, in face-to-face degrees, class attendance with a minimum of 80% of the sessions of each subject will be required as a requirement to be evaluated. This means that, if a student does not attend the sessions of each subject, in a percentage greater than 20%, he/she will not be able to be evaluated, neither in the first nor in the second call, unless the person responsible for the subject, with the approval of the person responsible for degree, in view of duly justified exceptional circumstances, exempt from the minimum attendance percentage. The same criterion will be applicable for hybrid or virtual degrees in which teachers must maintain the same percentage in the requirement of "presence" in the different training activities, if any, even if these are carried out in virtual environments.

### MENTION OF DISTINCTION:

The mention of "Honors" may be awarded to students who have obtained a grade equal to or greater than 9.0. Their number may not exceed five percent of the students enrolled in a group in the corresponding academic year, unless the number of students enrolled is lower.

## 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
<b>TOTAL</b>		<b>60,00</b>	<b>2,40</b>

### 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
<b>TOTAL</b>		<b>90,00</b>	<b>3,60</b>



## 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
<b>TOTAL</b>		<b>15,00</b>	<b>0,60</b>

### 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
<b>TOTAL</b>		<b>135,00</b>	<b>5,40</b>



## 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	Concept of innovation. Innovation and Value. Innovation and competitiveness. Relevance of innovation. Innovation strategy and value creation. Social innovation. Effects of innovation on society.
Innovation strategy and value creation	Innovation strategy. Stages in the strategic process. SWOT analysis. Innovation as a dynamic capability. Blue ocean strategy. Open innovation.
The innovation process: from the idea to the market.	The innovation process: from idea to market. Customer profile. Empathy map. Value proposition. Product and service design. Starting hypothesis. Business model. Business model design evaluation. Business model innovation and social value creation
Tools and techniques for creativity.	The creative process. Techniques for generating and evaluating ideas. Design thinking tools. Tools for people-oriented creativity.
Leading innovation.	Innovation as a state of mind. Innovative thinking. Innovation in everyday life, challenging assumptions and other barriers to innovation and creativity.
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	6,00	12,00
The innovation process: from the idea to the market.	6,00	12,00
Tools and techniques for creativity.	6,00	12,00
Leading innovation.	4,00	8,00
Building the innovative organization	4,00	8,00



## References

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

Simple strategies to be more innovative in what you do. (2018) James O'Loughlin. 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.

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: