



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

Attendance is compulsory. If the student does not attend 80% of the classes, he/she will lose the right to sit the exam in the first and second call. If the absences do not exceed 20% of the sessions, it is not necessary to notify the teacher, but it is recommended to keep the justifications in case they are needed in the future.

From the moment it is known that one will not be able to attend 80% of the sessions, the Dean's Office must urgently request the exception of "single evaluation" (*this concept is explained in greater detail at the end). The Dean's Office will study the reason, decide, and if the request is accepted, the student will be enrolled in the distance group, group B, in which synchronous attendance is also compulsory, but can be attended without having to go to the headquarters; the evaluation system in this case will be that of the distance group.

Objective tests 15%: 4 multiple choice tests with true/false and triple choice questions will be carried out during the course. Incorrect answers are penalized. A 5/10 must be obtained to pass. Failure to attend class on the days of these objective tests implies the loss of the right to be considered for continuous assessment.

Theoretical-practical activities/ 25%: 4 projects/activities will be delivered on the platform and presented orally in class throughout the course. The projects will preferably be carried out in teams, but delivery is individual. The teams will be formed by the teacher. The projects/activities will be evaluated based on 1 depth of analysis, 2 punctuality in meeting deadlines, 3 the attractiveness of the oral presentation, and 4 the students' understanding of the topics presented. The teacher will publish on the campus the activities that have received a positive evaluation so that all students can have access to the documentation. Students will have to answer a questionnaire about the presentations of all their classmates once they have finished.

Attendance and participation in class/10%: class attendance will be assessed through participation in discussion forums that will be held in class through the UCV campus. In the event that the student



has not delivered 2 activities on time or fails to obtain at least a 5/10 all the activities will be presented orally before the final exam.

Final exam/50%: will consist of two tests, each one will contribute 50% of the final exam grade. The first test will be a triple choice or true-false test with a format similar to those used in continuous assessment. The second test will consist of open questions similar to those used in the questionnaires on the presentations of the projects carried out, delivered and presented in class. The final test **must be passed (5/10)** to be considered on the average of the final grade. Both the continuous evaluation and the final exam must be passed to pass the final exam.

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).

* **Single assessment:** According to article 9 of the General Regulations for the Evaluation and Grading of Official Teachings and Own Degrees of the UCV, the continuous assessment system is the preferred assessment system at the UCV. Art. 10 does, however, allow for those students who, with justified and accredited proof, declare that they are unable to attend in person (or to synchronous communication activities for virtual and/or hybrid teaching modalities), to be assessed on an extraordinary basis in the so-called single assessment. This single assessment must be requested within the first month of each semester from the Dean's Office of the Faculty through the Vice-Deans or Master's Directors, who are responsible for the express decision on the admission of said request from the student concerned.

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

Attendance is compulsory. If the student does not attend 80% of the synchronous sessions, he/she will lose the right to sit the exam in the first and second call. If the absences do not exceed 20% of the sessions, it is not necessary to notify the teacher, but it is recommended to keep the



justifications in case they are needed in the future.

From the moment it is known that one will not be able to attend 80% of the sessions, the Dean's Office must urgently request the exception of "single evaluation" (*this concept is explained in greater detail at the end). The Dean's Office will study the reason, decide, and if the request is accepted, the student will have access to the recording of the synchronous sessions. .

Participation in synchronous communication activities/ 5%: distance learning students must participate at least once in each of the sessions

Participation in discussion forums/ 5%: participation in 10 discussion forums that will be held through the UCV campus.

Deliverable activities/ 25%: 4 projects will be delivered on the platform and presented orally in class. They should preferably be carried out in teams, but delivery is individual. They will be evaluated based on the depth of the analysis, punctuality in meeting deadlines, and the attractiveness of the presentation and the students' understanding of the topics presented. The professor will publish on the campus the activities that have received a positive evaluation so that all students can have access to the documentation. All students must fill out a questionnaire about the presentations once they have been completed.

Periodic evaluations through online questionnaires/15%: 4 multiple choice tests with true/false and triple choice questions will be carried out during class. Incorrect answers will be penalized. A grade of 5/10 is required to pass. Failure to attend class on the days of these objective tests means losing the right to be considered for continuous assessment.

Final exam/50%: will consist of two tests, each of which will contribute 50% of the final exam grade, which will be held at the headquarters. The first test will be a triple-choice or true-false test with a format similar to those carried out in continuous assessment. The second test will consist of open questions similar to those carried out after the deliverables that have been presented in class. Both the continuous evaluation and the final exam must be passed to pass the final exam.

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).

* **Single assessment:** According to article 9 of the General Regulations for the Evaluation and Grading of Official Teachings and Own Degrees of the UCV, the continuous assessment system is the preferred assessment system at the UCV. Art. 10 does, however, allow for those students who, with justified and accredited proof, declare that they are unable to attend in person (or to synchronous communication activities for virtual and/or hybrid teaching modalities), to be assessed on an extraordinary basis in the so-called single assessment. This single assessment must be requested within the first month of each semester from the Dean's Office of the Faculty through the Vice-Deans or Master's Directors, who are responsible for the express decision on the admission of said request from the student concerned.



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
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: