

**COURSE DATA****DATA SUBJECT**

**Code:** 35906  
**Name:** Change and innovation management  
**Cycle:** Undergraduate Studies  
**ECTS Credits:** 6  
**Academic year:** 2025-26

**STUDY (S)**

Degree	Center	Acad. year	Period
1314 - Degree in International Business	Facultat d'Economia	4	First quarter

**SUBJECT-MATTER**

Degree	Subject-matter	Character
1314 - Degree in International Business	Change and innovation	ELECTIVES

**COORDINATION**

FERRERAS MENDEZ JOSE LUIS

**SUMMARY**

Successful innovation is strategy-based, depends on effective internal and external linkages, requires enabling mechanisms for making change happen, and, it only happens within a supporting organizational context. Not all innovation is, of course, successful - but the opportunities for learning from failure are also considerable.

With this course we will go through a comprehensive search of the main clues for the effective management of innovation in an international environment. We will cover between others the following issues:

1. Globalization of innovation and the responses to the global challenges
2. Innovation networks and internationalization
3. Open innovation
4. Social innovation
5. Innovation for sustainability
6. Why innovations fail and how to avoid failure and learn from it
7. Creating high involvement innovation conditions



## PREVIOUS KNOWLEDGE

### RELATIONSHIP TO OTHER SUBJECTS OF THE SAME DEGREE

There are no specified enrollment restrictions with other subjects of the curriculum.

### OTHER REQUIREMENTS

Not required

## COMPETENCES / LEARNING OUTCOMES

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Be able to work in multidisciplinary and intercultural teams.

Comprender el proceso de desarrollo de nuevos productos.

Conocer cuales son los factores de éxito para el cambio de la cultura organizativa.

Conocer las características básicas de los sectores de alta tecnología.

Conocer las distintas perspectivas relacionadas con el cambio individual y el cambio en equipo.

Conocer las estrategias tecnológicas y de innovación, así como las herramientas de análisis tecnológico y las capacidades tecnológicas de la empresa.

Conocer las principales formas de transmisión de la tecnología.

Conocer los distintos modelos y perspectivas del cambio organizativo.

Desarrollar la capacidad de implementar los sistemas de vigilancia y protección tecnológica.

Develop an ethical attitude in business, respecting human rights and the environment both in the country of origin of the company and in the different markets in which it operates.

Develop intercultural sensitivity and the ability to adapt to other geopolitical contexts.

Develop the capacity to evaluate and critically analyse international economic phenomena and agents.

Ser capaz de gestionar procesos de cambio basados en las nuevas tecnologías.

Ser consciente del impacto de las actividades productivas sobre el medio ambiente y mantener una actitud de sostenibilidad.

Understand the opportunities offered by research, development and innovation processes at a global level.

Understand the structure and functioning of companies and organisations operating in an international context.



## DESCRIPTION OF CONTENTS

### **1. Innovation. What it is and why it matters. The role of innovation in an international context.**

1.1. Why innovation matters

1.2. What is innovation?

1.3. A process view of innovation

1.4. The role of innovation in an international context

### **2. Managing innovation.**

2.1. Can we manage innovation?

2.2. Developing an innovation strategy

2.3. Developing firm specific competences

2.4. Meeting the challenge of uncertainty

### **3. Implementing innovations.**

3.1. Processes for new product development

3.2. Influence of technology and markets on commercialization

3.3. Service innovation

3.4. Exploiting new ventures



3.5. Process for new product development in practice

#### **4. Innovation, knowledge and learning.**

4.1. Sources of innovation, how to search.

4.2. Innovation and learning

4.3. Balancing exploitation and exploration

4.4. Absorptive capacity.

4.5. Innovation networks and learning networks

4.6. Knowledge exploitation and intellectual property. Technological protection.

4.7. Capturing learning through innovation.

#### **5. Building the innovative organization.**

5.1. Shared vision and leadership

5.2. Work teams

5.3. The role of facilitators

5.4. Building the appropriate structure for innovation

5.5. Creative climate and culture of innovation



## 6. Models and perspectives of organizational change.

- 6.1. Individual, team and organizational change
- 6.2. Models of organizational change
- 6.3. Clues to avoid resistance to change
- 6.4. Success factors for cultural change

## 7. New perspectives on innovation.

- 7.1. Open innovation.
- 7.2. Social innovation
- 7.3. Innovation for sustainability

### WORKLOAD

#### PRESENCIAL ACTIVITIES

Activity	Hours
Theory	30,00
Classroom practices	30,00
<b>Total hours</b>	<b>60,00</b>

#### NON PRESENCIAL ACTIVITIES

Activity	Hours
Attendance at other activities	0,00
Individual or group project	25,00
Independent study and work	40,00
Preparation of lessons	0,00
Preparation for assessment activities	15,00
Resolution of case studies	10,00
<b>Total hours</b>	<b>90,00</b>

### TEACHING METHODOLOGY



We will use different methodologies in the teaching-learning process of Change and Innovation Management:

**Lectures:** We will use the lectures to present the theoretical contents of the subject. The course comprises a set of approximately fifteen two-hour lectures devoted to theoretical issues. For each topic (unit) the students will have a guiding scheme that allows them, through a literature search, the construction of their own study materials. Even though the lectures are mainly expositive, the participation of the students with questions and suggestions will be strongly promoted.

**Practical classes:** Another set of approximately fifteen two-hour practical sessions will be used to present and discuss practical cases.

Part of these sessions will correspond to student presentations (attendance of non-presenting students is compulsory). They allow implement the knowledge acquired in lectures and demonstrate the ability to work in teams and give public presentations. In particular we will use the case method teaching and other forms of participative methodologies. The aim is to develop the skills of analysis and synthesis of information, critical ability, and the ability to work independently and in teams. As well as be proficient in communication.

## EVALUATION

Assessment will be based on an exam and continuous assessment of the coursework and public presentations carried out during the course. The final grade will be divided into 50% for continuous assessment and 50% for the final exam. The passing grade is 50%. Coursework will be assessed based on the following criteria: quality, creativity, analytical rigor, and the quality of the formal presentation.

The continuous assessment grade will be recoverable; only the part considered recoverable; in the second call through additional assignments and an additional practical part in the final exam. The grade obtained from these activities will be maintained for the evaluation in the second session.

**Attendance:** In compliance with article 6.9 of the UV's Assessment and Grading Regulations, attendance at practical classes is mandatory. A student will be considered to have fulfilled the attendance requirement if they have attended at least 80% of the hours of these sessions and have properly justified the inability to attend the remaining sessions due to force majeure. If a student does not attend at least 80% of the classes, their continuous assessment grade will be zero in the first session. In this case, in the second session, only the recoverable part of the continuous assessment may be retaken through an additional test, while the non-recoverable part will retain the grade of zero due to lack of attendance. All continuous



assessment activities involving group work or oral presentations will be considered non-recoverable. These will account for 50% of the continuous assessment grade.

"In accordance with Article 28 of the Language Use Regulations of the University of Valencia (ACGUV 167/2014, of September 30, modified by ACGUV 146/2023), the instructions for exams and exercises will be presented in the language in which the course has been officially offered."

"The use of Artificial Intelligence, and any other similar tools, will be permitted for both in-class and independent work, provided that students include a responsible use statement with each assignment, indicating the source and the parts of the work affected."

## REFERENCES

Tidd J. and Bessant J. ( 2018, 2020, 2024) "Managing Innovation. Integrating Technological, Market and Organizational Change". John Wiley & Sons, Ltd.

### Supplementary

Anthony, S. D., Johnson, M. W., Sinfield, J. V., & Altman, E. J. (2014). The innovator's method: Bringing the lean startup into your organization. Harvard Business Review Press.

Cameron, E. and Green, M. (2020) Making sense of change management : a complete guide to the models, tools & techniques of organizational change. London ; Sterling, VA

Blank, Steve (2013) Why the Lean Start-Up Changes Everything. Harvard Business Review. May, pp. 3-9.

Collis, David (2016) Lean Strategy. Start-ups need both agility and direction. Harvard Business Review. March, pp. 2-8.

Moreno-Luzón, María D. (2017) Innovation and Ambidexterity. Chapter 35. Pp. 298-305. In: Carayannis E. (eds): ENCYCLOPEDIA OF CREATIVITY, INVENTION, INNOVATION AND ENTREPRENEURSHIP. Springer, New York.

Moreno-Luzón, María D.; María Gil-Marqués, Odette Chams-Anturi (2018) Quality and Innovation in the organic agro-food sector: Threats and opportunities of social and managerial innovation. Chapter 4. Pp. 47-64. In M. Peris- Ortiz, J. Alonso Gomez, Marquez P. (eds.): STRATEGIES AND BEST PRACTICES IN SOCIAL INNOVATION. AN INSTITUTIONAL PERSPECTIVE. Springer Pub.



Osterwalder, A., & Pigneur, Y. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: John Wiley & Sons.

Stanford, J., Siminoff, E. T., Silverman, M. O., & Mailhot, J. (2017). What Is Design Thinking? Sebastopol, CA: O'Reilly Media