



COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
Managing Innovation	

Academic staff	Core academic unit(s)
Coordinating: Prof. Dr Edmundas Jasinskas Other: Teach. Asst. Aistė Kukytė	Vilnius University Kaunas Faculty Institute of Social Sciences and Applied Informatics Muitinės str. 8, LT-44280 Kaunas

Study cycle	Type of the course unit
Bachelor (first cycle)	Optional course

Mode of delivery	Semester or period when it is delivered	Language of instruction
Auditorium	Semester 3 (2nd year of study)	English

Requisites	
Prerequisites: —	Co-requisites (if relevant): —

Number of ECTS credits allocated	Student's workload (total)	Contact hours	Individual work
5	130	48	82

Purpose of the course unit
The aim of the subject is to develop an understanding of what innovation is; to examine possible ways of classifying innovations in order to acquaint with the diversity of approaches; to reveal the complexity of innovation management; to master the principles of classification; to examine the models of innovation management, their advantages, and disadvantages; and to analyze the state, problems, and prospects of innovative activities.

Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Students enrolled in the course: <ul style="list-style-type: none"> Will be able to creatively apply the acquired theoretical knowledge in practice and respond flexibly to various situations in the context of an innovative organization. Will be able to find the best organizational solution for the business, considering innovation management, selecting the innovation management strategy, and evaluating organizational innovation. Will be able to provide innovative services and consultation. 	Lectures. Seminars (simulation of situations, performance of practical tasks, and case studies). Project (analysis of an innovative organization, analysis of implemented innovations, applied innovation strategies, and business models; evaluation of innovations by applying innovation management theories and models; and proposing the implementation of innovations for the organization under consideration.)	Exam and colloquium. Theoretical assessment (test with open and closed questions). Evaluation of practical tasks, presentation, and participation in discussion during the seminar. Evaluation of project task assignment (evaluation of the case analysis report and evaluation of the case presentation in the seminar).

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	Laboratory work	Internship	Contact hours, total	Individual work	Tasks for individual work
Introductory lecture. Discussion of the subject description and explanation of the assessment's strategy, presentation of the subjects assignments.	2						2		
1. Concept and classification of innovation. Concept of innovation; Innovation activity; Classification of innovations; Participants in the process of creating and using innovations; Innovation life cycle; Innovation system in the state; Innovation infrastructure; State support for innovation; Innovative organization characteristics.	4		2				4	4	Students will be assessed for the theoretical course delivered during theoretical lectures. Students also have to prepare for projects (analysis of an innovative organization). Theoretical lectures will be delivered by applying a problematic teaching method, while seminars will be dedicated to presenting student projects, discussions, and case analyses.
2. The significance of innovation for competitiveness at the macroeconomic level. Competition in a free market economy; Cooperation; factors determining the competitive advantage of an economy; Basic factors of production; Economic productivity; Importance of high added value; Industrial policy; State support measures; Stages of national competitiveness growth; Innovative activities trends.	2		2				4	4	
3. Necessary conditions for creating innovations in the company. Sources of competence development; Characteristics of innovation strategies; Innovation models in companies.	2		2				4	4	
4. Management of innovative activities in business. Risky business; Sources of investment; Scientific-research associations; International inter-firm cooperation; Prospective models of innovative activity management; Innovative activity groups; Reasons for resistance to innovation; Strategies for combating resistance to innovation; Features of the manager's role in innovative in business.	4		2				8	4	
Preparing for the midterm exam and taking the exam.		2					2	25	
5. Value innovation and strategy. Types of strategies according to the market space; Value innovation; Strategic step, Strategic path; Reshaping Market Boundaries.	4		2				8	4	Students will be assessed for the theoretical course that was delivered during theoretical lectures. The students will also have to prepare projects (analysis of an innovative organization). Theoretical lectures
6. Innovation risk management. Innovative risk identification; Innovative risk analysis; Innovative risk management response selection and their control.	2		2				4	4	
7. Economic evaluation of innovations. Innovation implementation budget; Scoring methods; Application of financial	2		2				4	4	

methods to economic evaluation; Payback period; Return on investment; Internal rate of return.									will be delivered using a problematic teaching method, while seminars will be dedicated to presenting student projects, discussions, and case analyses.
8. Innovation leadership. New rules of competition; Innovation leadership development methods; Innovation value method determination; Market leadership development; Innovation Leadership Support.	4		4				8	4	
Preparing for the exam and taking the exam.		2					2	25	
Total	26	4	18				48	82	

Assessment strategy	Weight %	Deadline	Assessment criteria
Colloquium (midterm exam)	30%	Weeks 9 to 10 (from 1 – 4 course topics)	<p>Written midterm exam with both multiple-choice and open-ended questions.</p> <p>The evaluation is as follows:</p> <ul style="list-style-type: none"> - 3 points: excellent knowledge and skills. Assessment level. 90% to 100% correct answers. - 2.5 points: good knowledge and skills and non-essential mistakes are allowed. Synthesis level. 70–89% of the correct answers. - 2 points: average knowledge and skills; there are mistakes. Analysis level. 50%–69% of the correct answers. - 1.5 points: knowledge and skills are below average, and there are some (essential) mistakes. Knowledge application level. 30–49% of correct answers. - 0.5 points: knowledge and skills still meet the minimum requirements. A lot of mistakes. Knowledge and comprehension Levels 10–29% of correct answers. - 0 points: minimum requirements were not met. 0–9% of correct answers.
Project	30%	Until the beginning of the session	<p>In the form of a project, choose an innovative organization, analyze its innovations, applied innovation strategies, and propose innovative means or tools to the company under consideration.</p> <p>The following aspects of project assignment will be evaluated as follows:</p> <ul style="list-style-type: none"> -0.9 points, 30 % of grade: structure and scope of the work (the structure of the written work is clear and logical, there are all the necessary parts (introduction, which presents the topic, goals, objectives, methods, empirical material; text structure, which presents the analysis and interpretation of empirical material; conclusions), the work is of appropriate scope). -0.6 points, 20 % of grade: analysis and conclusions (analysis is very detailed, the conclusions are reasonable, formulated on the basis of empirical material). If the analysis is done but not detailed, the conclusions are not always justified, grade are reduced (0.3 points, 10% of grade), no points are awarded for a superficial analysis. -0.6 points, 20% of grade: writing style and research culture (appropriate behavior with sources and citations; wording and style meet the requirements of a scientific paper) -0.9 points, 30% of grade: project presentation (the quality of the presentation and the answers to the questions are evaluated) <p>The students will be asked to fill out generative artificial intelligence (AI) disclosure statements and submit them as an annex of the written project. The lecturer has the right to ask follow-up questions to ensure that no AI tools</p>

			(ChatGPT, etc.) were used by the student to prepare the assignment (i.e., if the content/text of the work was generated by AI tools) and, if necessary, to modify or cancel the evaluation of the work.
Exam	30%	On the day of the exam (from 5 – 8 course topics)	Written midterm exam with both multiple-choice and open-ended questions. The evaluation is as follows: - 3 points: excellent knowledge and skills. Assessment level. 90% to 100% correct answers. - 2.5 points: good knowledge and skills and non-essential mistakes are allowed. Synthesis level. 70–89% of the correct answers. - 2 points: average knowledge and skills; there are mistakes. Analysis level. 50%–69% of the correct answers. - 1.5 points: knowledge and skills are below average, and there are some (essential) mistakes. Knowledge application level. 30–49% of correct answers. - 0.5 points: knowledge and skills still meet the minimum requirements. A lot of mistakes. Knowledge and comprehension Levels 10–29% of correct answers. - 0 points: minimum requirements were not met. 0–9% of correct answers.
Active participation in seminars	10%	During the semester	It is necessary to attend all seminars, actively participate in discussions, and solve tasks related to case studies.
Students' knowledge and skills throughout all the tests and examinations are assessed on a scale of 1 to 10 points. The course is passed if: -The results for colloquium were not lower than 5 points. - Project assignment results were not lower than 5 points. - The score of the examination was not lower than 5 points. The final mark is presented not later than 4 days after the examination.			

Author (-s)	Publishing year	Title	Issue of a periodical or volume of a publication	Publishing house or web link
Required reading				
Hartmann R K.	2025	Innovation Management: Foundations and Futures (1st ed.)	ISBN 9781009431576 https://doi.org/10.1017/9781009431576	Cambridge University Press.
Haneda, S., & Ono, A.	2022	R&D Management Practices and Innovation: Evidence from a Firm Survey (SpringerBriefs in Economics).	ISSN 2191-5504 https://doi.org/10.1007/978-981-16-9797-5	Singapore: Springer Nature
Zhu, L.	2021	Coopetition: How interorganizational collaboration shapes hospital innovation in competitive environments	ISSN 2515-4303 DOI: 10.1017/9781108966634	Cambridge University Press.
Lindgren, P	2018	The multi business model innovation approach	ISBN 9781003339755	John Wiley & Sons, Incorporated.
Kim, W. C., & Mauborgne, R.	2017	Blue ocean shift: Beyond competing-proven steps to inspire confidence and seize new growth	ISBN 978-0-316-31405-3	Hachette Books.
Recommended reading				
Kerzner, H.	2023	Innovation project management: methods,	ISBN 9781119931249	Hoboken, New Jersey : Wiley

		case studies, and tools for managing innovation projects (Second edition.).		
Chan, H. K.	2022	Responsible innovation management	ISBN 981-19-4480-6	Singapore : Springer
Niosi, J	2018	Innovation Systems, Policy and Management	ISBN 9781108529525	Cambridge University Press

NOTE: Including Open Educational Resources in the reading list is recommended