



## COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
INNOVATION MANAGEMENT	

Academic staff	Core academic unit(s)
<b>Coordinator:</b> Prof. Dr Edmundas Jasinskas	Vilnius University Kaunas Faculty Institute of Social Sciences and Applied Informatics Muitinės str. 8, LT-44280 Kaunas

Study cycle	Type of the course unit
Second cycle	Compulsory, Individual studies

Mode of delivery	Semester or period when it is delivered	Language of instruction
Face to face/Remote	Autumn semester	English

Requisites	
<b>Prerequisites:</b> —	<b>Additional requirements (if any):</b> —

Number of ECTS credits allocated	Student's workload (total)	Contact hours	Individual work
5	130	34	96

Purpose of the course unit		
<p>The aim of the subject is:</p> <ul style="list-style-type: none"> <li>- to develop the concept of innovation;</li> <li>- to examine the possible ways of classifying innovations in order to introduce the diversity of viewpoints;</li> <li>- to reveal the complexity of innovation management and to master the principles of classification;</li> <li>- to examine management models of innovative activities, their advantages and disadvantages, in order to find out how innovative activities can be developed in organizations;</li> <li>- to analyse the state, problems and prospects of innovative activities.</li> </ul>		
Learning outcomes of the course unit	Teaching and learning methods	Assessment methods
Able to effectively present business and management ideas and justify innovative, original solutions to problems, taking into account the changing environment and societal needs.	<p>Lectures</p> <p>Seminars (simulation of situations, performance of practical tasks, case studies)</p> <p>Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under consideration.</p>	<p>Exam and colloquium.</p> <p>Theoretical assessment (test with open and closed questions).</p> <p>Evaluation of practical tasks and presentations and participation in discussions during the seminar.</p> <p>Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>

<p>Able to creatively and innovatively apply knowledge and information in a variety of critical situations to find and implement optimal managerial solutions.</p>	<p>Lectures Seminars (simulation of situations, performance of practical tasks, case studies) Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under consideration.</p>	<p>Exam and colloquium. Theoretical assessment (test with open and closed questions). Evaluation of practical tasks and presentations and participation in discussions during the seminar. Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>
<p>Knows classical and modern management theories and methodologies, and is able to compare and critically evaluate the advantages and disadvantages of their application in practice..</p>	<p>Lectures Seminars (simulation of situations, performance of practical tasks, case studies) Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under consideration.</p>	<p>Exam and colloquium. Theoretical assessment (test with open and closed questions). Evaluation of practical tasks and presentations and participation in discussions during the seminar. Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>
<p>Knowledge of and ability to apply methods for analysing the international and domestic business environment.</p>	<p>Lectures Seminars (simulation of situations, performance of practical tasks, case studies) Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under consideration.</p>	<p>Exam and colloquium. Theoretical assessment (test with open and closed questions). Evaluation of practical tasks and presentations and participation in discussions during the seminar. Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>
<p>Able to select a business location and market, plan the necessary resources, and apply business analysis methods and tools to design and implement a management innovation.</p>	<p>Lectures Seminars (simulation of situations, performance of practical tasks, case studies) Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under consideration.</p>	<p>Exam and colloquium. Theoretical assessment (test with open and closed questions). Evaluation of practical tasks and presentations and participation in discussions during the seminar. Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>
<p>Able to assess business money, risks and available resources (human, financial, infrastructural, etc.) when making international business development decisions.</p>	<p>Lectures Seminars (simulation of situations, performance of practical tasks, case studies) Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under</p>	<p>Exam and colloquium. Theoretical assessment (test with open and closed questions). Evaluation of practical tasks and presentations and participation in discussions during the seminar. Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>

	consideration.	
Able to initiate and manage international business development projects.	<p>Lectures</p> <p>Seminars (simulation of situations, performance of practical tasks, case studies)</p> <p>Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under consideration.</p>	<p>Exam and colloquium.</p> <p>Theoretical assessment (test with open and closed questions).</p> <p>Evaluation of practical tasks and presentations and participation in discussions during the seminar.</p> <p>Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>
Able to improve the practice of international business management by integrating classical and modern knowledge of management science, taking into account new opportunities for international business development.	<p>Lectures</p> <p>Seminars (simulation of situations, performance of practical tasks, case studies)</p> <p>Project - Analysis of an innovative organization. Analyse implemented innovations, applied innovation strategies, business models, evaluate innovations by applying innovation management theories and models, and propose the implementation of innovations for the organization under consideration.</p>	<p>Exam and colloquium.</p> <p>Theoretical assessment (test with open and closed questions).</p> <p>Evaluation of practical tasks and presentations and participation in discussions during the seminar.</p> <p>Evaluation of independent work (evaluation of the performed case analysis report and evaluation of the case presentation in the seminar)</p>

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship	Contact hours, total	Individual work	Tasks for individual work
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).	2		2				4	4	Students will be assessed for the theoretical course that was delivered during theoretical lectures. The students will also have to prepare project (analysis of an innovative organization. Theoretical lectures will be delivered applying a problematic teaching method, while seminars will be dedicated to presenting students project, discussions and case analysis.
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-	2		2				4	4	

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Exercises	Laboratory work	Internship	Contact hours, total	Individual work	Tasks for individual work
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).									
Preparing for the midterm exam and taking the exam.		1					1	32	
5. Value innovation and strategy. (Types of strategies according to the market space; Value innovation; Strategic step, Strategic path; Reshaping Market Boundaries).	2		2				4	4	Students will be assessed for the theoretical course that was delivered during theoretical lectures. The students will also have to prepare project (analysis of an innovative organization. Theoretical lectures will be delivered applying a problematic teaching method, while seminars will be dedicated to presenting students project, discussions and case analysis.
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 methods to economic evaluation; Payback period; Return on investment; Internal rate of return).	2		2				4	4	
8. Innovation leadership (New rules of competition; Innovation leadership development methods; Innovation value method determination; Market leadership development; Innovation Leadership Support).	2		2				4	4	
Preparing for the exam and taking the exam.		1					1	32	
<b>Total</b>	<b>16</b>	<b>2</b>	<b>16</b>				<b>34</b>	<b>96</b>	

Assessment strategy	Weight, %	Deadline	Assessment criteria
Colloquium	30%	Weeks 9 to 10	Written test consists of open and closed questions. The evaluation is as follows: 3: Excellent knowledge and skills. Assessment level. 90% to 100% of correct answers. 2.5: Good knowledge and skills, non-essential mistakes are allowed. Synthesis level. 70% to 89% of correct answers. 2: Average knowledge and skills, there are some mistakes. Analysis level. 50% to 69% of correct answers. 1.5: Knowledge and skills are lower than average, there are some (essential) mistakes. Knowledge application level. 30% to 49% of correct answers. 0.5: Knowledge and skills still meet minimum requirements. A lot of mistakes. Knowledge and comprehension level. 10% to 29% of correct answers. 0: Minimum requirements are not met. 0% to 9% of correct answers.
Project	30%	Until the beginning of the session	In the form of a project, choose an innovative organization and analyze its innovations, applied innovation strategies, propose innovation measures to the company under consideration. The following aspects of work are evaluated:

Assessment strategy	Weight, %	Deadline	Assessment criteria
			<ul style="list-style-type: none"> <li>- Structure and scope of the work: the structure of the written work is clear and logical, there are all the necessary parts (introduction, where the topic, objectives, tasks, methods, empirical material are presented; teaching, where the analysis and interpretation of the empirical material is presented; conclusions), the work is of adequate scope (30 % of grade);</li> <li>- Analysis and conclusions: the analysis is very detailed, the conclusions are reasonable, formulated on the basis of empirical material (20 % of grade); if the analysis is done but not detailed, the conclusions are not always justified grade are reduced, no points are awarded for a superficial analysis.</li> <li>- Writing style and research culture: appropriate behavior with sources and citations; wording and style meet the requirements of a scientific paper (20 % of grade).</li> <li>- Project presentation. The quality of the presentation and the answers to the questions are evaluated (30% of the grade).</li> </ul> <p>The lecturer shall have the right to ask follow-up questions in order to make sure that no generative artificial intelligence (AI) tools (ChatGPT, etc.) were used by the student to prepare the assignment (i.e. the content of the work was not generated by AI tools) and, if necessary, to modify or cancel the evaluation of the work.</p>
Exam	30%	On the day of the exam	<p>The test consists of open and closed type questions (of different difficulty, from comprehension to assessment), each is worth one point. The evaluation is performed as follows:</p> <p><b>3:</b> Excellent knowledge and skills. Assessment level. 90% to 100% of correct answers.</p> <p><b>2.5:</b> Good knowledge and skills, non-essential mistakes are allowed. Synthesis level. 70% to 89% of correct answers.</p> <p><b>2:</b> Average knowledge and skills, there are some mistakes. Analysis level. 50% to 69% of correct answers.</p> <p><b>1.5:</b> Knowledge and skills are lower than average, there are some (essential) mistakes. Knowledge application level. 30% to 49% of correct answers.</p> <p><b>0.5:</b> Knowledge and skills still meet minimum requirements. A lot of mistakes. Knowledge and comprehension level. 10% to 29% of correct answers.</p> <p><b>0:</b> Minimum requirements are not met. 0% to 9% of correct answers.</p>
Active participation in seminars	10%	During the semester	It is necessary to attend all seminars and actively participate in discussions and in solving the tasks related to case studies.
<p>Student's knowledge and skills during the session are assessed only if he/she fulfilled the requirements and assignments of a mid-term test during the semester.</p> <p>Student's knowledge and skills throughout all the tests and the examination is assessed from 1 to 10 points. The course is passed if:</p> <p>The results of all the tests are not lower than 5 points;</p> <p>The mark of the examination is not lower than 5 points;</p> <p>The final mark is presented not later than 4 days after the examination.</p>			
In cases when the Assessment Strategy includes a written assignment (written work, research paper, project, etc.) and the Assessment Criteria do not include a defence or an oral presentation of the written work, the lecturer shall have the right to ask follow-up questions in order to make sure that no generative artificial intelligence (AI) tools (ChatGPT, etc.) were used by the student to prepare the assignment (i.e. the content of the work was not generated by AI tools) and, if necessary, to modify or cancel the evaluation of the work.			
For the external examination, the following formula is applied:			
Final grade = (paper and its presentation grade) *0,5+ (examination grade) *0,5			
Evaluation strategy working remotely the same as expected.			

Author	Year of publication	Title	Issue of a periodical or volume of a publication	Publishing place and house or web link
<b>Required reading</b>				
Haneda, S., & Ono, A.	2022	R&D Management Practices and Innovation: Evidence from a Firm Survey (SpringerBriefs in Economics).		Singapore: Springer Nature
Zhu, L.	2021	Coopetition: How interorganizational collaboration shapes hospital innovation in competitive environments		Cambridge University Press.
Schilling, M. A., & Shankar, R..	2019	Strategic management of technological innovation		McGraw-Hill Education
Osterwalder, A., Pigneur, Y., & Bernarda, G.	2017	The Big Pad of 50 Blank, Extra-large Business Model Canvases and 50 Blank, Extra-large Value Proposition Canvases: A Supplement to Business Model Generation and Value Proposition Design.		John Wiley & Sons, Incorporated.
Kim, W. C., & Mauborgne, R.	2017	Blue ocean shift: Beyond competing-proven steps to inspire confidence and seize new growth		Hachette Books.
<b>Recommended reading</b>				
Dodgson, M.	2020	The Strategic Management of Technology and Innovation.		Oxford, United Kingdom: Oxford University Press.
Kim, W. C., Mauborgne, R.	2015	Blue Ocean Strategy, Expanded Edition		Harvard: Harvard Business School
Meyer, G. D., Neck, H. M., & Meeks, M. D.	2017	The entrepreneurship-strategic management interface. Strategic entrepreneurship: Creating a new mindset.		John Wiley & Sons
Magnusson, Mats, & Karlsson, Magnus.	2019	5 The Systems Approach to Innovation Management		Taylor & Francis.
Chesbrough, Henry William.	2019	Open innovation results: Going beyond the hype and getting down to business		Oxford University Press.
Osterwalder, A., Pigneur, Y., Tucci, C. L.,	2010	Clarifying Business Models: Origins, Present, and Future of the Concept		John Wiley & Sons