COURSE UNIT (MODULE) DESCRIPTION

Course unit (module) title	Code
INNOVATION MANAGEMENT	

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
Master (Second cycle)	Compulsory

Mode of delivery	Semester or period when it is delivered	Language of instruction
Auditorium	1st semester	English

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

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

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: • Able to effectively present business and management ideas and justify innovative, original solutions to problems, considering the changing environment and societal needs. • Able to creatively and innovatively apply knowledge and information in a variety of critical situations to find and implement optimal managerial solutions. • 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. • Knowledge of and ability to apply methods for analysing the	Lectures. Seminars (simulation of situations, performance of practical tasks, and case studies). Project (simulated innovation project through a written proposal for the European Innovation Council (EIC) call and in-class presentation of the proposal).	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 written project and evaluation of the project presentation in the seminar).

international and domestic business environment. • Able to plan and implement an innovative project, necessary resources, and apply business analysis methods and tools to design. • Able to assess business money, risks and available resources (human, financial, infrastructural, etc.) when making international business development decisions. • Able to initiate and manage international business development projects.		

Content	Contact hours							Individual work: time and assignments	
	Lectures	Tutorials	Seminars	Workshops	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 projects. 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-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.	2		2				**4**	**4**	

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. Theoretical lectures will be delivered applying a problematic teaching method, while seminars will be dedicated to presenting students projects, 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**	
Total	**16**	**2**	**16**				**34**	**96**	

Assessment strategy	Weight %	Deadline	Assessment criteria
Colloquium (midterm exam)	30%	Weeks 9 to 10 (from 1 – 4 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.
Project	30%	Until the beginning of the session	The innovation project will be simulated through a written proposal for the European Innovation Council (EIC) call and an in-class pitch of the proposal. The student will need to put an innovative idea into the written proposal (long-term vision, impact, quality, efficiency of the implementation, deliverables, etc.) and then present it in class. The following aspects of the project assignment will be evaluated as follows: **-0.6 points**, 20% of grade: structure and scope of the work (the structure of the written work is clear and logical, all the necessary parts are present, and the work is of appropriate scope).

			-0.9 points, 30 % of grade: vision and ambition of the project (the vision, impact, and implementation are clearly articulated and logically planned). **-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). **The students will be asked to fill out generative artificial intelligence (AI) disclosure statements and submit them as an addition to the written project. The lecturer has the right to ask follow-up questions to ensure that the student used no AI tools (ChatGPT, etc.) to prepare the assignment (i.e., if AI tools generated the content/text of the work) 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	ISSN 2515-4303	Cambridge University Press.

		competitive environments	DOI: 10.1017/9781108966634	
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, case studies, and tools for managing innovation projects (Second edition.).	ISBN 9781119931249	Hoboken, New Jersey: Wiley
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*