



Management of  
Technological  
Innovation  
Master in Business  
Administration (MBA)  
2020/2021



UNIVERSIDAD  
NEBRIJA

## TEACHING GUIDE

**Subject:** Management of Technological Innovation

**Title:** Master in Business Administration (MBA)

**Academic Course:** 2020-2021

**Character:** Optional

**Language:** Spanish/English

**Modality:** Face-to-face/Blended/Distance

**Credits:** 6 ECTS

**Semester:** 2º

**Teachers/Teaching Team:** Prof. Mr. Manuel Álvarez Sáez / Prof. Mr. Dakar Alfonso Parada Pacheco

### 1. COMPETENCES AND LEARNING OUTCOMES

#### 1.1. Competences

##### Basic Skills

**CB7.** That students know how to apply the knowledge acquired and their ability to solve problems in new or little-known environments within broader (or multidisciplinary) contexts related to their area of study.

**CB8.** That students are able to integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on the social and ethical responsibilities linked to the application of their knowledge and judgments.

**CB9.** That students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.

**CB10.** That students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

##### General Skills

**CG2.** The student must be able to systematically understand relevant information of a company, its context and how to apply it to complex situations, considering how it affects other departments.

**CG3.** The student must master business information analysis techniques.

**CG5.** The student must be able to communicate correctly, in a business environment, both orally and in writing, using the most current technology.

**CG8.** The student must be able to recognize the need for change in the company, or in one of its departments and must have the necessary skills to manage it.

##### Specific Skills

**CE10.** Be able to evaluate and reorganize operational and logistical processes, of a company, for its improvement in the business environment.

**CE13.** Obtain, analyze and evaluate relevant information that allows you to develop knowledge or know-how applied to business sciences, oriented to the creation and management of companies.

## 1.2. Learning Outcomes

- Know and understand the most advanced trends in new technological solutions in a scenario of competitiveness and innovation.
- Comprehend the mechanisms of strategic analysis that allow reaching new levels of competitiveness and growth, on the basis of service and high-value operations.
- Grasp the importance and context of research and development, and innovation.
- Understand the link / relationship between innovation and business strategy.
- Get acquainted with and know the tools needed for business innovation.
- Learn the basics of how to evaluate and value business innovation.

## 2. CONTENTS

### 2.1. Previous requirements

None.

### 2.2. Description of the contents

- More advanced trends in new technological solutions in a scenario of competitiveness and innovation.
- Mechanisms of strategic analysis that allow to reach new environments of competitiveness and growth on bases of service and operations of high value.
- The context of research and innovation: Research and research purposes. The Innovation process: basic concepts and definitions (types of innovations, other related terms, models and key factors, indicators). Socio-economic effects of innovation. Innovation Systems. The role of public and private actors in planning R & D and innovation.
- Innovation and business strategy: Innovation and strategic positioning of the company. Innovation and development of R & D activities. The external acquisition of knowledge as an innovation strategy. Technological cooperation as an innovation strategy
- Tools for innovation: Technological surveillance as a strategy to promote business innovation: definition and mechanisms of technological surveillance. Creativity as the engine of innovation processes: how creative activity is enhanced. Innovation planning: definition, development and management of R & D and innovation projects in the company. The promotion of an innovative culture in the company as a mechanism for growth and international competitiveness.
- Evaluation and protection of innovation The mechanisms of evaluation of intangible assets: methods of economic, strategic, technical and commercial valuation. The design of a mechanism to evaluate the results of R & D and innovation projects. Protection of results: patent, intellectual property. Industrial secrecy as an alternative to the protection mechanisms of the administration

### 2.3. Teaching methodologies

During the course, activities, practices, reports or projects may be developed in which students show examples of application of the methods and techniques developed in the subject.

## 2.4. Formation Activity:

<b>Formation Activity</b>		
Modality Face-to-face:		
Formation Activity	Hours	Percentage of presence AF
AF1	35	100%
AF2	10	100%
AF3	10	25%
AF4	50	0%
AF5	35	0%
AF6	10	100%
Modality Blended:		
Formation Activity	Hours	Percentage of presence AF
AF1	35	0%
AF2	10	0%
AF3	30	25%
AF4	30	0%
AF5	35	0%
AF6	10	50%
Modality Distance:		
Formation Activity	Hours	Percentage of presence AF
AF1	35	0%
AF2	20	0%
AF3	20	0%
AF4	60	0%
AF5	5	0%
AF6	10	20%

### Teaching methodologies:

**Modality Face-to-face:** MD1; MD2; MD3; MD4

**Modality Blended:** MD1; MD2; MD3; MD4

**Modality Distance:** MD1; MD2; MD3; MD4

<b>TEACHING METHODOLOGIES OF THE PROPOSED TITLE</b>	
Code	Teaching Methodologies
MD1	Case Method
MD2	Cooperative Learning
MD3	Problem Based Learning (PBL)
MD4	Master class

### 3. EVALUATION SYSTEM

#### 3.1. Grading system

The final grading system will be expressed numerically as follows:

- 0 - 4.9 Fail (SS)
- 5.0 - 6.9 Pass (AP)
- 7.0 - 8.9 Notable (NT)
- 9.0 - 10 Excellent (SB)

The mention of "academic honors" may be awarded to students who have obtained a grade equal to or greater than 9.0.

#### 3.2. Evaluation criteria

Code	Evaluation System	Description
SE1	Development in individual work	Student performance in individual work in solving exercises or cases
SE2	Development in group work	Student performance in group work in solving exercises or cases
SE3	Final face-to-face test/exam	Face-to-face final test/exam

Modality Face-to-face:

To successfully pass any subject / subject, the student must pass the final exam in person. That is, in the final exam, a grade equal to or greater than 5 on a scale of 0-10 must be achieved, with 0 being the minimum grade and 10 the maximum.

##### Ordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	25	25
SE2	25	25
SE3	50	50

##### Extraordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	50	50
SE2	0	0
SE3	50	50

Modality Blended:

##### Ordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	5	5
SE2	45	45
SE3	50	50

##### Extraordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	50	50
SE2	0	0
SE3	50	50

Modality Distance:

Ordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	40	40
SE2	10	10
SE3	50	50

Extraordinary Call

Evaluation System	Minimum weight %	Maximum weight máxima %
SE1	50	50
SE2	0	0
SE3	50	50

In any case, passing any subject, without exception, for the three modalities is subject to passing the corresponding final face-to-face test/exams.

**3.3. Restrictions**

Minimum qualification

To successfully pass any subject, the student must pass the final exam in person. That is, in the final exam/test, a grade equal to or greater than 5 on a scale of 0-10 must be achieved, with 0 being the minimum grade and 10 the maximum.

Assistance

The student who, unjustifiably, fails to attend more than 25% of the face-to-face classes may be deprived of the right to take the exam in the ordinary call.

Writing rules

Special attention will be paid in the written assignments, practices and projects, as well as in the exams/test both the presentation and the content, taking care of the grammatical and spelling aspects. Failure to comply with the acceptable minimums may result in points being deducted in said work.

**3.4. Plagiarism warning**

The Antonio de Nebrija University does not tolerate plagiarism or copying under any circumstances. Plagiarism is considered the reproduction of paragraphs from texts of authorship different from that of the student (Internet, books, articles, work of colleagues ...), when the original source from which they come is not cited. The use of quotes cannot be indiscriminate. Plagiarism is a crime.

If this type of practice is detected, it will be considered a Serious Misconduct and the sanction provided for in the Student Regulations may be applied.

**4. BIBLIOGRAFY**

Basic Bibliography

- COTEC (1998): Propiedad Industrial [Recurso electrónico]. Documentos COTEC sobre Oportunidades Tecnológicas n.º 4. COTEC.
- CHESBROUGH, Henry W. (2009): Innovación abierta. Barcelona: Editorial Plataforma.
- GARCÍA MANJÓN, Juan V. (2010): Innovar en la era del conocimiento [Recurso electrónico]: claves para construir una organización innovadora. La Coruña: Netbiblo.
- OCDE (2018): Oslo Manual: Guidelines for Collecting, Reporting and Using Data on Innovation, 4th Edition [Recurso electrónico]. OCDE y EuroStat.

- OSTERWALDER, A.; PIGNEUR, Y. (2011): Generación de modelos de negocio. Barcelona: Ediciones Deusto.
- RIES, Eric (2012): El método Lean Startup: Cómo crear empresas de éxito utilizando la innovación continua. Barcelona: Ediciones Deusto.
- TRÍAS DE BES, Fernando; KOTLER, Philip (2011): Innovar para ganar: el modelo A-F. Barcelona: Urano.