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## INNOVATION MANAGEMENT

### Master Degree

### Syllabus

### MBA 516

### III 2.1

### Specialty: 073 "Management"

### Educational program "Business Administration"

Instructor: Oleksandr Romanovskyi, Dr.Sc,  
Professor

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ECTS Credits: 6

US Credits: 3

### Course Description

Innovation involves the creation of new products, services and business models by firms and other organizations; it is a key activity in every firm because it determines the future of the company. The purpose of this course is to provide an introductory overview for university students taking modules in innovation management. The text of the course follows the natural order of activities in innovation: from idea development, to selection, and through to implementation. In addition, the content of this course is evidence-based, which means that the claims and arguments in this course are based on the current state of academic research in the field of innovation management, balancing theory and practice.

### Learning Outcomes

Upon successful completion of this course, students will be able to:

PH.1. Critically comprehend, select and use the necessary scientific, methodological and analytical tools for management in unpredictable conditions.

PH.2. Identify problems in the organization and justify methods for solving them.

PH.4. Substantiate and manage projects, generate business ideas.

PH.6. Have the skills to make, justify and ensure the implementation of management decisions in unpredictable conditions, taking into account the requirements of applicable law, ethical considerations and social responsibility.

PH.10. Demonstrate leadership skills and ability to work in a team, interact with people, influence their behavior to solve professional problems.

PH.11. Provide personal professional development and personal time planning.

- PH.12. Be able to delegate authority and management of the organization (unit).  
PH.13. Be able to plan and implement information, methodological, material, financial and personnel support of the organization (unit).

## Competences

- 3K2. Ability to communicate with representatives of other professional groups from different levels (with experts from other fields of knowledge / types of economic activity);  
3K4. Ability to motivate people and move towards a common goal;  
3K6. Ability to generate new ideas (creativity);  
3K7. Ability to abstract thinking, analysis and synthesis.

- CK1. Ability to select and use management concepts, methods and tools, including in accordance with defined objectives and international standards;  
CK2. Ability to set values, visions, mission, goals and criteria by which the organization determines further directions of development, to develop and implement appropriate strategies and plans;  
CK4. Ability to effectively use and develop the organization's resources;  
CK6. Ability to form leadership qualities and demonstrate them in the process of managing people;  
CK7. Ability to develop projects, manage them, show initiative and entrepreneurship;  
CK8. Ability to use psychological technologies at work with staff;  
CK9. Ability to analyze and structure the problems of the organization, make effective management decisions and ensure their implementation;  
CK10. Ability to manage the organization and its development.

**Internationality:** The international aspect of the course includes analysis of modern marketing methods and techniques used by the world's leading companies over the past decades.

## Communications

For individual issues, students should contact the lecturer directly by e-mail or by Moodle. In the Subject line they should put: **UACUFirstNameLastName**. E-mail messages will normally be answered within 48 hours.

## Student Responsibilities

### Time Commitment

The study of technical courses is cumulative (i.e., an understanding of earlier material is necessary to grasp concepts covered later). Past experience has shown a high correlation between procrastination and low grades. Students must be committed to completing tasks on time.

### Technical Aspects

The student is obliged to provide himself/herself with all the necessary technical

equipment for the educational process (laptop or computer, webcam, headsets or headphones and microphone), as well as access to the Internet. Only students signed-in with their own first and last name are allowed into video lectures in Zoom.

### Grading Policy

The course is based on mastery of course outcomes. The student's grade for this course will be calculated based on performance.

**Note:** the minimal grade to pass a subject is **70%**.

### Graduate Grading Guidelines

The assignment of a letter grade for a course is an indication of the student's overall success in achieving the learning outcomes for the course. The course letter grade may be viewed as a summary statement of the student's achievement in individual assessments (assignments & activities). These assessments are intended to identify for students their strengths as well as those areas in need of improvement. Student work is assessed according to the guidelines below.

#### Course-level Grading guidelines:

Grade	ECTS Grade	International Grade
90% - 100%	<b>A</b>	5 (Excellent)
83% - 89%	<b>B</b>	4 (Very Good)
75% - 82%	<b>C</b>	4 (Good)
70% - 74%	<b>D</b>	3 (Good)
35% - 69%	<b>FX</b>	Not acceptable, possible repetition of course

#### Criteria for grading:

ECTS grade	Requirements for the student
A	The student demonstrated a comprehensive systemic and in-depth knowledge of program material; processed basic and additional literature; obtained a solid grasp of the conceptual apparatus, methods, techniques and tools provided by the program; found creative abilities in the presentation of the educational program material both on this issue and on related modules of the course and related courses, or the student had a current control of 90-100 points
B	The student demonstrated good knowledge of program material; processed the basic literature, mastered the conceptual apparatus, methods, techniques and tools provided by the program, but with some inaccuracies
C	

D	The student showed mediocre knowledge of the core program material; learned information mainly from a lecture course or just one textbook; mastered only certain methods, techniques and tools provided by the program
FX	The student has significant gaps in knowledge of the main program material; fragmentary mastered the basic concepts, techniques and tools; significant mistakes are made when using them

Maximum total possible points – 400 points incl. (Midterm and Final exam are 70% of overall evaluation, where Midterm – 30% and Final – 40%)

Test / Assignment / Project – 75 points (several times during the course)

Consultations – 45 points

Midterm exam – 120 points

Final exam – 160 points

### **Student Workload**

It is assumed that for each out of 17 class sessions a student spends about 10.5 academic hours of work. This includes 3.5 academic hours of working on lecture materials (including consultations) and 7 academic hours of personal work. Personal work includes tasks completing. Please pay attention that 1 academic hour equals to 40 minutes.

### **Assignment Format**

All work should be shown in time. If the student misses the deadline – the task is failed.

- Midterm covered topics from previous lectures (weeks 1-8). It included multiple choice questions and cases (essays) and took about 1 hour.
- The Final exam covered all course material and included multiple choice questions and cases (essays). It lasts for 1 hour. Admission to the Final exam is possible only if all the tasks of the curriculum are covered.
- After the Midterm and Final is graded a student has access to the grade only. Access to the attempt, corrects answers and information whether the answer is correct cannot be granted.

### **Academic Integrity**

Academic integrity is submitting one's own work and properly acknowledging the contributions of others. Forms of academic dishonesty include:

1. Plagiarism – submitting all or part of another's work as one's own in an academic exercise such as an examination, a computer program, or written assignment.
2. Cheating – using or attempting to use unauthorized materials on an examination or assignment, such as using unauthorized texts or notes or improperly obtaining (or attempting to obtain) copies of an examination or answers to an examination. Including the use of artificial intelligence and pre-prepared answers to the questions of tasks is prohibited (unless otherwise specified in the task itself or allowed by the instructor).
3. Facilitating Academic Dishonesty – helping another commit an act of dishonesty, such as substituting for an examination or completing an assignment for someone else.

4. Fabrication – altering or transmitting, without authorization, academic information or records.

Any violation of these rules constitutes academic dishonesty and is liable to result in a failing grade and disciplinary action. In case of any academic dishonesty a student is not allowed to continue or retake the assessment activity and for the Final the unsatisfactory grade (“0”) is assigned for the course total. Cases of the academic dishonesty are not considered by the Academic Council.

Midterm and Final are valid only if they are taken on-campus (room defined by the dean’s office) and on UACU’s computer/laptop or online on the student’s computer/laptop using Zoom and other conditions defined by the dean's office to avoid the cases of academic dishonesty. Students who will not meet this requirement will be expelled from the course with grade “0”.

In case of missed Midterm or Final exam (for a valid reason like sickness or an emergency) a request to repeat the exam is possible. Permit to repeat a midterm or final exam is done through a letter to the dean's office with request and approval of subject lecturer.

Submission or retaking of any assessment activities after deadlines are forbidden.

### Submission & Return Policy

Assignments must be submitted to the professor on or before the due date indicated in the Course Schedule. The assignments submitted after the due dates receive zero points.

\*\*\*\* NO MAKE –UP QUIZZES AND EXAMS \*\*\*\*

### Schedule

Lecture	Topic	Form of activity	Grades
See schedule in Moodle	<b>CONSULTATIONS</b>	<b>ATTENDANCE</b>	<b>45 points</b>
	<b>TOPIC 1</b> <i>INNOVATIONS AND INNOVATION MANAGEMENT: ESSENCE AND MEANING</i>	► <i>Practical assignment 1</i>	5 points
	<b>TOPIC 2</b> <i>MAIN TYPES AND WAYS OF INNOVATIONS</i>	► <i>Practical assignment 2</i>	5 points
	<b>TOPIC 3</b> <i>MANAGING INNOVATIONS: CYCLE, FEATURES AND CHALLENGES</i>	► <i>Practical assignment 3</i>	5 points
	<b>TOPIC 4</b> <i>SUCCESSFUL INNOVATION MANAGEMENT</i>	► <i>Practical assignment 4</i>	5 points
	<b>TOPIC 5</b> <i>INNOVATIVE ORGANIZATION</i>	► <i>Practical assignment 5</i>	5 points
	<b>TOPIC 6</b> <i>INNOVATIVE TEAMS AND THEIR WORK</i>	► <i>Practical assignment 6</i>	5 points
	<b>TOPIC 7</b> <i>CREATIVITY IN INNOVATION MANAGEMENT / CREATIVE CLIMATE</i>	► <i>Practical assignment 7</i>	5 points
	<b>TOPIC 8</b> <i>INNOVATION STRATEGY</i>	► <i>Practical assignment 8</i>	5 points
Information will be a week	<b>MID-TERM</b>	► <b>TESTS + TASKS</b>	<b>120 points</b>

before from the Dean's office			
	<b>TOPIC 9</b> <i>SOURCES OF INNOVATIONS</i>	► <i>Practical assignment 9</i>	5 points
	<b>TOPIC 10</b> <i>DECISION MAKING IN INNOVATION MANAGEMENT</i>	► <i>Practical assignment 10</i>	5 points
	<b>TOPIC 11</b> <i>EXTERNAL FACTORS THAT AFFECT INNOVATIONS</i>	► <i>Practical assignment 11</i>	5 points
	<b>TOPIC 12</b> <i>CREATING INNOVATIONS PRODUCTS</i>	► <i>Practical assignment 12</i>	5 points
	<b>TOPIC 13</b> <i>BENEFITS FROM INNOVATIONS</i>	► <i>Practical assignment 13</i>	5 points
	<b>TOPIC 14</b> <i>INNOVATIONS POTENTIAL</i>	► <i>Practical assignment 14</i>	5 points
	<b>TOPIC 15</b> <i>LEARNING FROM INNOVATION</i>	► <i>Practical assignment 15</i>	5 points
Information will be a week before from the Dean's office	<b><u>FINAL-TERM</u></b>	► <b>TESTS + TASKS</b>	<b>160 points</b>

### Recommended Materials

1. Innovation Management & Transnational Partnership Training for SMEs and Startups/Entrepreneurs – Handbook 1st edition 2014 | Steinbeis-Edition, Stuttgart
2. Franca CL, Broman G, Robert KH, Basile G, Trygg L (2017) An approach to business model innovation and design for strategic sustainable development. Journal of Cleaner Production 140:155-166. doi: 10.1016/j.jclepro.2016.06.124
3. Nagy D, Schuessler J, Dubinsky A (2016) Defining and identifying disruptive innovations. Industrial Marketing Management 57:119-126. doi: 10.1016/j.indmarman.2015.11.017
4. Amabile, T. (1996). Creativity in context. New York: Westview Press
5. Teece DJ (2018) Business models and dynamic capabilities. Long Range Planning 51(1):40-49. doi: 10.1016/j.lrp.2017.06.007
6. Amabile, T. et al. Assessing the work environment for creativity. Academy of Management, October 1996, Volume 39, Issue 5, pp 1154-1184
7. Chakravorti, B. (2003). The slow pace of fast change: bringing innovations to market in a connected world. Boston, MA: Harvard Business School Press
8. Christensen C., Clayton M. (1997). The innovator's dilemma. Boston, MA: Harvard Business School Press
9. Christensen, C. and Raynor, M. (2003). The innovator's solution: creating and sustaining successful growth. Boston, MA: Harvard Business School Press
10. Davila, T., Epstein, M. and Shelton, R. (2006). Making innovation work: how to manage it, measure it and profit from it. Upper Saddle River: Wharton School Publishing
11. Luecke, R. and Katz, R. (2003). Managing creativity and innovation. Boston, MA: Harvard Business School Press
12. Wolpert, J. (2002). Breaking out of the innovation box. Boston, MA: Harvard Business Review
13. Innovaro (2008) Innovation Briefing, Innovation Leaders 2008, [www.innovaro.com](http://www.innovaro.com)
14. Von Hippel, E. (2005) The Democratization of Innovation, MIT Press, Cambridge, MA.

15. Schrage, M. (2000) *Serious Play: How the World's Best Companies Simulate to Innovate*, Harvard Business School Press, Boston, MA
16. Hamel, G. (2007) *The Future of Management*, Harvard Business School Press, Boston, MA

*\* The above schedule and procedures are subject to change in the event of extenuating circumstances.*

Протокол засідання кафедр № 4 від 26.08.2025 року

Проректор з навчально-методичної роботи

Л.І.Кондратенко

Завідувач кафедри

Г.А.Бевзо

Викладач

О.О.Романовський

