

# IB3L3-15 Innovation Management

**21/22**

**Department**

Warwick Business School

**Level**

Undergraduate Level 3

**Module leader**

Nicos Nicolaou

**Credit value**

15

**Module duration**

10 weeks

**Assessment**

100% coursework

**Study location**

University of Warwick main campus, Coventry

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## Description

### Introductory description

This is an elective module available for WBS and non-WBS students.

This module aims to give students a comprehensive understanding of innovation, including types of innovation, drivers of innovation, how to manage and lead the innovation process at multiple levels, and how to capture the value, both formal and informal, that result from innovation. The specific aims include:

- Introducing students to the ways in which innovation can be defined.
- Introducing key conceptual frameworks that have shaped research and practice in innovation.
- Introducing the ways in which the innovation process is initiated, led and managed.
- Cultivating an understanding and appreciation for the role that innovation plays in organisations and broader institutions.
- Providing an opportunity to discuss relevant examples and cases of innovation alongside the academic research.

[Module web page](#)

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## **Outline syllabus**

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Introduction to innovation management (e.g., key definitions, frameworks and concepts such as S-curve, 4Ps, architectural innovation).

What innovative organisations look like (e.g., culture, structure).

Drivers of innovation (e.g., market, open innovation, regulations and policy, technology, etc).

Innovation and strategy (e.g., types of strategies, growth horizons, portfolio approaches).

How individuals develop innovations (e.g. creative cognition, characteristics of creative individuals, how to select and keep them in the org).

How teams develop innovations (e.g., managing team processes that support or hinder creativity).

Managing the innovation process (e.g., key stage gate models, processes for new product development).

Leading for innovation (e.g., leadership behaviours that support innovation at team and organisational level, TMT support for innovation).

Innovation across industries (e.g., public sector innovation, services innovation, social innovation).

Reviewing formal and informal outcomes of innovation and how to measure them (e.g., innovation and organisational performance, capturing knowledge, responding to failure).

Appropriation of innovation value (e.g., Intellectual property, managing assets related to the innovation, such as sales and distribution).

Diffusion of innovation (e.g., across organisational units and external to the organisation).

## **Learning outcomes**

By the end of the module, students should be able to:

- Define and apply key terms related to innovation.
- Utilize typologies for classifying and understanding types of innovation.
- Recognise the importance of innovation to organisational performance.
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- Describe the main approaches to building capability for innovation in organisations and how these can be applied in a range of different types of organisations.
- Understand how organisations can capture value from the innovation process.
- Demonstrate creative problem solving skills, particularly in solving complex, unstructured problems.
- Demonstrate analytical and critical thinking skills by applying concepts learnt during the module.
- Conduct research and effectively integrate findings.
- Use information and knowledge effectively in scanning for potential problems/opportunities, gathering information, synthesising information and developing solutions.
- Demonstrate an ability to undertake evidence based strategy formulation.

## **Indicative reading list**

Afuah, A. (2003). *Innovation management: Strategies, implementation and profits*. Oxford University Press.

Chesbrough, H. (2003) *Open Innovation*. Boston: Harvard Business School Press

Davila, T.; Epstein, M.J. & Shelton, R. (2012) *Making Innovation Work: How to Manage it, Measure it and Profit from it*. Upper Saddle River, NJ: Wharton School Publishing

Dawson, P. & Andriopoulos, C. (2014). *Managing change, creativity and innovation*. Sage.

Drucker, P. (1985) *Innovation and Entrepreneurship*, Oxford: Butterworth and Heinemann

Henderson, R. & Clark, K. (1990). Architectural Innovation: The reconfiguration of existing product technologies and the failure of

established firms. *Administrative Science Quarterly*, 35, 9-30.

Mitra, J. (2017). *The Business of Innovation*. Sage.

Rogers, E.M. (2003). *Diffusion of Innovations*. Free Press.

Sawyer, K.R. (2012) *Explaining Creativity: The Science of Human Innovation* (2nd edn) USA: OUP  
Chichester: Wiley

Shalley, C., Hitt, M, & Zhou, J. (2015). *The Oxford Handbook of Creativity, Innovation and Entrepreneurship*. Oxford University Press.

Tidd, J. & Bessant, J. (2013) *Managing Innovation: Integrating Technological, Market and Organizational Change*. Wiley.

Tidd J., & Bessant, J. (2014). *Strategic Innovation Management*. Wiley.

Trott, P. (2017). *Innovation Management and New Product Development*. Pearson.

## **Subject specific skills**

Demonstrate the ability to accurately classify and analyse innovations.

Demonstrate the ability to accurately understand the key drivers of innovations.

Demonstrate the ability to effectively identify and describe the innovation capability of an organisation including strengths and weaknesses.

Demonstrate the ability to effectively apply individual and team techniques to promote creativity and innovation.

Demonstrate the ability to assess how an organisation can capitalise on the value of an

innovation.

## Transferable skills

Written communication skills

Oral communication skills

Teamwork

Problem Solving

Information technology

Self-awareness and reflection

Leadership and performance management

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## Study

### Study time

Type	Required
Lectures	10 sessions of 2 hours (13%)
Seminars	9 sessions of 1 hour (6%)
Private study	48 hours (32%)
Assessment	73 hours (49%)
Total	150 hours

### Private study description

Private Study.

## Costs

No further costs have been identified for this module.

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## Assessment

You do not need to pass all assessment components to pass the module.

### Assessment group A1

	Weighting	Study time
Individual Assignment (15 CATS)	70%	51 hours
Group Presentation (15 CATS)	30%	22 hours

## Feedback on assessment

Feedback provided via my.wbs.

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## Availability

### Courses

This module is Optional for:

- UIBA-N20B BSc in Management
  - Year 3 of N20B Management
  - Year 3 of N20B Management
  - Year 3 of N23K Management with Accounting
  - Year 3 of N234 Management with Digital Innovation
  - Year 3 of N235 Management with Entrepreneurship
  - Year 3 of N232 Management with Finance
  - Year 3 of N252 Management with Marketing
  - Year 3 of N23L Management with Strategy and Organisation
- Year 3 of UIBA-N400 Undergraduate Accounting and Finance
- UIBA-N404 Undergraduate Accounting and Finance (with Foundation Year and Placement/Undergraduate Partnership Programme)
  - Year 5 of N404 Accounting and Finance (Foundation Year and Placement)
  - Year 5 of N405 Accounting and Finance (Foundation Year and UPP)
  - Year 5 of N403 Accounting and Finance (with Foundation Year)
- Year 4 of UIBA-N403 Undergraduate Accounting and Finance (with Foundation Year)
- UIBA-N401 Undergraduate Accounting and Finance (with Placement Year/Undergraduate Partnership Programme)
  - Year 4 of N401 Accounting and Finance (Placement)
  - Year 4 of N402 Accounting and Finance (Undergraduate Partnership Programme)
- Year 3 of UCSA-I1N1 Undergraduate Computer Science with Business Studies
- Year 4 of UCSA-I1NA Undergraduate Computer Science with Business Studies (with Intercalated Year)
- Year 1 of UIOA-EEU Undergraduate EU Exchange
- Year 3 of UGEA-RN21 Undergraduate German and Business Studies
- Year 3 of UIPA-L8N1 Undergraduate Global Sustainable Development and Business
- Year 4 of UIPA-L8N2 Undergraduate Global Sustainable Development and Business Studies (with Intercalated Year)
- UIBA-N20F Undergraduate International Management
  - Year 4 of N20F International Management
  - Year 4 of N20F International Management
  - Year 4 of N20S International Management (with Accounting)
  - Year 4 of N20T International Management (with Chinese)
  - Year 4 of N20N International Management (with Digital Innovation)

- Year 4 of N20P International Management (with Entrepreneurship)
- Year 4 of N20M International Management (with Finance)
- Year 4 of N20U International Management (with French)
- Year 4 of N20L International Management (with Marketing)
- Year 4 of N20V International Management (with Spanish)
- Year 4 of N20W International Management (with Strategy and Organisation)
- Year 4 of N20E Management (with Foundation Year)
- Year 4 of N234 Management with Digital Innovation
- UIBA-N20J Undergraduate Management (with Foundation Year and Placement Year/Undergraduate Partnership Programme)
  - Year 5 of N20J Management (Foundation Year and Placement)
  - Year 5 of N20K Management (Foundation Year and UPP)
  - Year 5 of N23H Management with Digital Innovation (with Foundation Year and Placement Year)
  - Year 5 of N23J Management with Entrepreneurship (with Foundation Year and Placement Year)
  - Year 5 of N23G Management with Finance (with Foundation Year and Placement Year)
  - Year 5 of N255 Management with Marketing (with Foundation Year and Placement Year)
- UIBA-N20E Undergraduate Management (with Foundation Year)
  - Year 4 of N20E Management (with Foundation Year)
  - Year 4 of N23N Management with Accounting (with Foundation Year and Placement Year)
  - Year 4 of N23M Management with Accounting (with Foundation Year)
  - Year 4 of N23E Management with Digital Innovation (with Foundation Year)
  - Year 4 of N23F Management with Entrepreneurship (with Foundation Year)
  - Year 4 of N23D Management with Finance (with Foundation Year)
  - Year 4 of N254 Management with Marketing (with Foundation Year)
  - Year 4 of N23P Management with Strategy and Organisation (with Foundation Year)
- UIBA-N20C Undergraduate Management (with Placement Year/Undergraduate Partnership Programme)
  - Year 4 of N20B Management
  - Year 4 of N20D Management (Undergraduate Partnership Programme)
  - Year 4 of N20C Management (with Placement Year)
  - Year 4 of N20Q Management with Accounting (with Placement Year)
  - Year 4 of N236 Management with Digital Innovation (with Placement Year)
  - Year 4 of N237 Management with Entrepreneurship (with Placement Year)
  - Year 4 of N233 Management with Finance (with Placement Year)
  - Year 4 of N253 Management with Marketing (with Placement Year)
  - Year 4 of N20R Management with Strategy and Organisation (with Placement Year)
- Year 3 of UMAA-G1N4 Undergraduate Mathematics with Business Studies
- Year 4 of UMAA-G1N5 Undergraduate Mathematics with Business Studies (with Intercalated Year)
- Year 1 of UIOA-EOS Undergraduate Overseas Exchange
- UPXA-F3N2 Undergraduate Physics with Business Studies

- Year 3 of F3N2 Physics with Business Studies
  - Year 4 of F3N2 Physics with Business Studies
- Year 1 of UIOA-EUS Undergraduate USA Exchange