# uc3m Universidad Carlos III de Madrid

# Management of innovative organizations

Academic Year: (2020 / 2021) Review date: 10-07-2020

Department assigned to the subject: Business Administration Department

Coordinating teacher: MARTINEZ SANTAMARIA, LUCIA

Type: Compulsory ECTS Credits: 5.0

Year: 1 Semester: 1

## REQUIREMENTS (SUBJECTS THAT ARE ASSUMED TO BE KNOWN)

No prerequisites

#### **OBJECTIVES**

#### **BASIC COMPETENCES**

CB6. Knowledge and understanding that provides basis for originality in developing and/or applying ideas, often in a research context.

CB7. Apply the acquired knowledge and the ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study.

CB8. To be able to integrate the acquired knowledge and handle complexity of formulate judgments based on incomplete or limited information, including

reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.

CB9. To be able to communicate their conclusions and thoughts to a specialized and non-specialized audience in a clear and unambiguous manner.

CB10. Students must possess the learning skills that enable them to continue studying.

#### **GENERAL COMPETENCES**

CG1. Achieve a multidisciplinar scientific view, with a clear translational orientation and applied in the field of biomedical science and technology.

CG3. Ability to lead and manage groups and research teams, promoting teamwork, knowledge management and competitive intelligence.

CG4. Ability to analyze, synthesize and apply knowledge to propose original solutions to biomedical problems.

CG5. Develop abilities to identify and understand the social needs and to provide scientific and technological solutions in the biomedical field.

CG6. Identify the keys of technology transfer in the Spanish and EU market and understand the basis for the management and building of a biomedical based company.

## SPECIFIC COMPETENCES

CE11. Learn how a company works, including basic concepts, and also those related to ethical behavior and social responsibility

## LEARNING RESULTS

Integrate the training and the scientific and technological knowledge with the management of an innovative and creative organization based on talent, the continuous search for information and its transformation into knowledge that is useful for decision making, and where ethics and social responsibility are the referents.

# **DESCRIPTION OF CONTENTS: PROGRAMME**

The current economic context raises competition and econocmic cycles occur at a faster rate. In order to compete under this global reality, innovation is a key for the companies to challenge new opportunities. Therefore, the objectives of the course are:

- Understand the management of innovative and talent-based organizations: leadership, design a project, make decisions and face contingencies.
- Learn how to lead research groups or teams, fostering teamwork, knowledge management and competitive intelligence.
- Recognize the regular collection of information from tech and market as strategic factors of the organization.

- Value alliances and cooperation at all levels.
- Promote and achieve oral and written communication skills and project (or business) presentation
- -Understand the ethical behavior and social responsibility.

## Programme:

TOPIC 1: Introduction to innovation: innovative strategy and innovation management

TOPIC 2. Based-talent organizations: strategic direction, organization of innovative activity

TOPIC 3. Management skills. Team management and R&D leadership

TOPIC 4. Project management: R&D projects and technology surveillance

TOPIC 5. Business models

TOPIC 6. Communication in innovative organizations

**TOPIC 7. Negotiation** 

TOPIC 8. Creativity and idea generation

TOPIC 9. Cross-sectoral innovation

## LEARNING ACTIVITIES AND METHODOLOGY

## LEARNING ACTIVITIES

- Theoretical classes
- Practical classes
- Theoretical-practical classes
- Tutorships
- Group work
- Student's individual work

## **TEACHING METHODOLOGIES**

- Teacher explanations supported with audiovisual media and information technology, in which the main concepts of the subject are developed and the reference literature is provided to supplement student learning.
- Critical reading of international references recommended by the professor: journal papers, reports and manuals for further discussion in class, to enhance and consolidate the knowledge acquired.
- Solving practical cases, presented by the professor to the students either individually or in groups.
- Presentation and discussion in class, under the moderation of the professor, of subjects related to the course.
- Reports and projects (working individually or in groups).

#### ASSESSMENT SYSTEM

Attendance to 80% of sessions is mandatory to be evaluated.

**GRADING:** 

Total score: 10 points

Continuous evaluation: 5 points out of 10

Final exam: 5 points out of 10

CONTINUOUS EVALUATION (50% of the final score of the subject): test (10%), presentation (10%) and (30%). Failure to attend any test or submit the exercises before the deadline will result in a mark of 0 in the corresponding continuous evaluation block.

FINAL EXAM: The final exam will cover the whole subject and it will account for the 50 % of the final score. The minimum score in the final exam to pass the subject is 5 over 10, notwithstanding the mark obtained in continuous evaluation.

EXTRAORDINARY EXAM: the mark for students attending any extraordinary examination will be either a) 100% extraordinary exam mark, or b) 50% extraordinary exam mark and 50% continuous evaluation if it is available on the same course and if the student requests it.

ACADEMIC CONDUCT: Unless otherwise specified, the tests will be closed book, no computer or phone, or anything else other than a writing instrument and the examination itself. Plagiarism, cheating or other acts of academic dishonesty will not be tolerated. Any infringement of any kind will result in a failing grade.

% end-of-term-examination: 50

% of continuous assessment (assignments, laboratory, practicals...): 50

# **BASIC BIBLIOGRAPHY**

- Editors: Craig Shimasaki Biotechnology Entrepreneurship 1st Edition Starting, Managing, and Leading Biotech Companies, Academic Press, 28th April 2014
- James F. Jordan Publisher Innovation, Commercialization, and Start-Ups in Life Sciences, CRC Press, November
- Sánchez Gómez, R. y González Benito, J Administración de Empresas: Objetivos y decisiones. , McGraw Hill., 2012