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UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

TEACHING GUIDE BUSINESS INNOVATION 2025-26

GENERAL INFORMATION

Subject Title:	Business innovation management
Code:	801876
Academic Year:	2025-26
Degree Program:	Master's Degree in Communication of Technology and Innovation
Number of ECTS Credits:	5
Placement in the Curriculum:	1 st Semester
Department:	
Department Head:	
Date of Last Revision:	July 2025
Lecturer:	Noèlia Hurtado Soriano

1. GENERAL DESCRIPTION

Innovation has become a key strategic pillar for sustainability, differentiation, and growth within organizations operating in an environment defined by constant transformation. In this context, the course *Business Innovation* offers a comprehensive overview of the processes, methodologies, and competencies required to lead innovation from both strategic and communicative perspectives.

The course explores the fundamentals of innovation across its various dimensions—product, service, process, organizational, and business model—as well as the cultural, organizational, and technological conditions that enable and foster innovation. Special emphasis will be placed on the role of leadership, creative talent management, and the creation of collaborative environments that support experimentation and agility in decision-making.

Particular attention will be given to the impact of technology and digitalization as drivers of disruptive innovation. Students will examine how digital tools, collaborative platforms, artificial intelligence, big data, and automation are transforming not only business models but also the ways in which organizations communicate, interact, and create value.

The course will also analyze the strategic role of communication in innovation processes, both in managing internal change and in building narratives that position innovation as a core element of brand identity. Through the analysis of real-world case studies and the development of an applied project, students will acquire practical tools to design, manage, and communicate innovative processes with social, ethical, and sustainable impact.

Combining a solid theoretical foundation with a practical and collaborative approach, the course promotes critical thinking, creativity, and the ability to lead innovation projects in highly digitalized and rapidly evolving business environments.

2. LEARNING OBJECTIVES

- Understand key concepts and types of innovation within the business environment, recognizing its role as a driver of competitiveness and organizational transformation.
- Analyze the impact of organizational culture and leadership in fostering innovative environments, appreciating the value of creative teams and multidisciplinary talent.
- Explore and apply agile innovation methodologies such as Design Thinking, Lean Startup, and Open Innovation, understanding their usefulness in generating user-centered solutions.
- Design a strategic business innovation process—from identifying opportunities to implementing ideas—integrating, when appropriate, digital tools and emerging technologies that enhance this process.
- Evaluate innovation through relevant indicators and metrics, interpreting results—including those derived from digital environments—for decision-making and continuous improvement of the innovation process.
- Analyze the role of communication in innovation processes, understanding how it influences the acceptance of change both internally and externally.
- Apply storytelling and narrative-building strategies to effectively communicate ideas, projects, or innovative cultures within the business context.
- Evaluate real cases of success and failure in innovation, with particular attention to the role communication—and, where applicable, technology—has played in their development, impact, or public perception.
- Reflect on the ethical and sustainable dimensions of innovation, assessing its social, environmental, and reputational impact on organizations.
- Design and implement an innovative proposal applied to the field of corporate communication, integrating the methodological tools presented in the previous module and demonstrating analytical skills, creativity, collaborative work, and the ability to incorporate both methodological and digital tools when relevant.

3. LEARNING OUTCOMES

Knowledge

K2.2: Identify different approaches to leading an organizational culture that promotes innovation and explains their impact on business management.

K3.2: Evaluate the relationship between the different technologies available and innovation management in the company.

K8.1: Recognize the most relevant innovation methodologies for application in the field of technology and innovation.

Skills

S01: Communicate effectively orally, in writing, and graphically with others about learning, thinking, and decision-making, and participate in discussions, making use of interpersonal skills, such as active listening and empathy, that promote teamwork.

S02: Develop the ability to contribute to innovation in new or existing business institutions and organizations, through participation in creative projects and have the ability to apply skills and knowledge on technology-based entrepreneurship, organization and business development.

S03: Understand advanced digital technologies, so that they can be applied with a critical perspective, in diverse contexts, in academic, professional, social or personal situations.

S9.1: Determine the collaboration techniques used in business environments to foster innovation and communication.

S9.2: Compare different collaborative techniques in terms of their effectiveness in promoting innovation and communication in multidisciplinary teams.

Competences

C01: Integrate the values of sustainability, understanding the complexity of systems, to undertake or promote actions that restore and maintain the health of ecosystems and improve justice, thus generating visions for sustainable futures.

C02: Identify and analyze problems that require autonomous, informed and reasoned decisions, to act with social responsibility, following ethical values and principles.

C03: Develop the capacity to assess inequalities based on sex and gender, to design solutions.

C5.1: Build multidisciplinary teams in the field of business innovation management, integrating skills from different profiles to drive innovative processes efficiently and collaboratively.

C11.1: Effectively communicate objectives and progress in business innovation processes, building clear and motivating proposals that engage different teams.

C13.2: Experiment with innovative methodologies in the business field, identifying opportunities and managing processes that foster creativity within teams.

4. COURSE CONTENTS

TOPIC 1. INTRODUCTION TO BUSINESS INNOVATION

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Distinguish and classify the various types of innovation (product, process, organizational, business model, among others), understanding their strategic implications within the business context.
- Critically analyze the strategic role of innovation in organizations, identifying how it contributes to competitiveness, adaptability to change, and differentiation in complex and dynamic environments.
- Interpret global innovation trends, assessing the impact of digitalization and emerging technologies on sectoral transformation and the creation of new business models.

Content

- 1.1 Types of innovation.
- 1.2 The strategic role of innovation in organizations.
- 1.3 Global outlook and trends, with special attention to the role of technology and digitalization as drivers of new business models and sectoral transformation.

TOPIC 2. CULTURE AND LEADERSHIP FOR INNOVATION

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Identify the key elements of an innovation-oriented organizational culture, assessing its impact on fostering creativity, experimentation, and continuous improvement.

- Analyze the role of transformational leadership in change management and innovation promotion, recognizing the competencies needed to lead creative teams and nurture talent in collaborative, hybrid, and distributed environments.
- Evaluate the strategic use of internal and corporate communication in innovation processes, identifying how digital platforms and technological channels facilitate change, team cohesion, and an innovative culture.

Content

- 2.1 Innovative organizational culture.
- 2.2 Transformational leadership.
- 2.3 Creative teams and talent management, including the use of digital tools for collaboration in hybrid and distributed settings.
- 2.4 Corporate and internal communication in innovation contexts, with emphasis on digital platforms and technological channels as enablers of change and internal cohesion.

TOPIC 3. MODELS AND METHODOLOGIES OF INNOVATION

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Apply the Design Thinking methodology to analyze and solve business challenges, developing solutions that are user-centered, empathetic, iterative, and creative.
- Understand and employ Lean Startup principles for the agile development of innovative projects, incorporating early validation, continuous learning, and data-driven adaptation.
- Analyze and use Open Innovation and co-creation approaches, recognizing the potential of digital environments, online communities, and technology platforms to foster collaboration, collective intelligence, and global innovation.

Content

- 3.1 Design Thinking.
- 3.2 Lean Startup.
- 3.3 Open Innovation and co-creation, enhanced by digital environments, online communities, and technological platforms promoting global collaboration.

TOPIC 4. STRATEGIC INNOVATION MANAGEMENT

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Apply the different phases of the innovation process, from identifying opportunities to implementing and evaluating solutions, understanding their dynamics in real business contexts.
- Integrate innovation into business strategy, analyzing the impact of digital transformation on planning, decision-making, and the sustainability of innovation processes.
- Select and use key metrics and indicators to evaluate innovation initiatives, interpreting results to support continuous improvement and alignment with organizational goals.

Content

- 4.1 Phases of the innovation process.
- 4.2 Integration with business strategy, considering the impact of digital transformation on innovation planning and execution.
- 4.3 Innovation metrics and indicators.

TOPIC 5. INNOVATION AND CORPORATE COMMUNICATION

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Apply storytelling techniques as a strategic tool to communicate innovation projects, processes, and cultures, tailoring messages to different audiences and organizational contexts.
- Design effective change communication strategies, recognizing their key role in innovation management and in generating engagement and internal alignment during transformation processes.
- Analyze the relationship between branding and innovation, assessing how digitalization enables the development of agile, coherent brands connected to interactive audiences in highly competitive and dynamic environments.

Content

- 5.1 *Storytelling* and innovation.
- 5.2 Change communication.
- 5.3 Branding and innovation: exploring the role of digitalization in building agile, adaptable brands connected to interactive audiences.

TEMA 6. CASES OF SUCCESS AND FAILURE

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Critically analyze real cases of business innovation, identifying their strategic approaches, implemented processes, and results based on documented evidence.
- Evaluate the impact of digital transformation on innovation in communication and media, interpreting how new channels, formats, and audience engagement models have redefined communicative practices and outcomes.
- Identify key success factors and common causes of failure in innovation projects, assessing the role of communication, leadership, and change management as critical elements in their development and public perception.

Content

- 6.1 Analysis of real innovation cases.
- 6.2 Innovation in communication and media, with emphasis on the digital transformation of channels, formats, and public engagement models.
- 6.3 Critical success factors and common causes of failure in innovation processes, with particular focus on the role of communication, leadership, and change management.

TOPIC 7. SUSTAINABLE AND ETHICAL INNOVATION

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Interpret the concept of responsible and purpose-driven innovation, assessing its integration into business strategy as a pathway to generating positive impact beyond economic gain.
- Analyze sustainability as a driver of innovation, identifying opportunities to develop products, services, or business models that address current environmental and social challenges.
- Evaluate the social, environmental, and reputational impact of innovation initiatives, applying ethical criteria to identify risks, opportunities, and best practices in strategic decision-making.

Content

- 7.1. Responsible and purpose-driven innovation.
- 7.2 Sustainability as a driver of innovation.

7.3 Social, environmental, and reputational impact of innovation: risk and opportunity assessment from an ethical perspective.

TOPIC 8. EMERGING TRENDS AND THE FUTURE OF INNOVATION

Specific Learning Outcomes

Upon completion of this unit and its exercises, students will be able to:

- Identify and analyze emerging trends that are shaping business innovation, such as artificial intelligence, automation, big data, and green technologies, assessing their relevance across different sectors.
- Critically reflect on the role of innovation in anticipating and managing disruptive scenarios, including climate crises, social transformations, and accelerated technological change.
- Evaluate the transformative potential of emerging technologies in organizational communication models, considering both opportunities and ethical, social, and reputational risks.

Content

- 8.1 Artificial intelligence, automation, and data in innovation processes.
- 8.2 Innovation in the circular economy, green technologies, and smart cities.
- 8.3 The role of innovation in contexts of uncertainty and global disruption (e.g., climate crisis, digital polarization, geopolitical changes).

5. TEACHING AND LEARNING METHODOLOGY

The course is based on participatory lecture sessions, complemented by the advance reading of materials made available through the virtual campus. In-class exercises and assignments completed at home are intended to reinforce the concepts and procedures introduced during the sessions.

The main activities to be carried out include:

- Study and preparation of course content.
- Group/cooperative work with the guidance of the instructor.
- Review sessions involving case resolution and group dynamics.

6. ASSESSMENT

In line with the Bologna Process, the assessment model rewards students' consistent and sustained effort throughout the course.

40% of the final grade is derived from continuous assessment of guided activities, while the remaining 60% corresponds to the final on-site examination. The final exam includes two official sittings.

The final grade for the course (FG) will be calculated using the following formula:

- **FG = Final Exam Grade × 60% + Continuous Assessment Grade × 40%**
- A **minimum score of 40 out of 100** is required on the final exam for the final grade to be calculated.
- The course will be considered successfully completed with a **final grade equal to or greater than 50 out of 100**.

Type of Activity	Descrip tion	% of Final Grade	
Deliverables :			30%
	Case Study 1	10%	
	Case Study 2	10%	
	Case Study 3	10%	
Questionnaires :			10%
	Questionnaire - Topic 1	1%	
	Questionnaire - Topic 2	1%	
	Questionnaire - Topic 3	1%	
	Questionnaire - Topic 4	1%	
	Questionnaire - Topic 5	1%	
	Questionnaire - Topic 6	1%	
	Questionnaire - Topic 7	2%	
	Questionnaire - Topic 8	2%	
Final Exam			60%
	Final Exam	100%	

Note on the use of AI:

The use of artificial intelligence is permitted as a support tool. However, it must **not** be used to achieve the main objectives of the activity. Any use of AI must be **explicitly cited** in the submitted work

7. BIBLIOGRAPHY

7.1. Core Bibliography

- Amabile, T.M. & Kramer, S.J. (2011). The Progress Principle. Harvard Business Review Press. ISBN: 9781422198575
- Berger, Warren (2014). A More Beautiful Question. ISBN: 9781620401453
- Brown, Tim (2009). Change by Design. HarperBusiness. ISBN: 9780061766084
- Christensen, C.M (2006). El dilema del innovador. Editorial Deusto. ISBN: 9788498750580
- Kotter, J. P. (2014). Acelerar. Cómo liderar el cambio en un mundo de alta velocidad. Editorial Conecta. ISBN: 9788416029557
- Osterwalder, Alexander & Pigneur, Yves (2010). Generación de modelos de negocio. Editorial Deusto. ISBN: 9788498750894
- Ries, Eric. (2012). El método Lean Startup. Editorial Deusto. ISBN: 9788423427990
- Tidd, Joe & Bessant, John (2018). Managing Innovation. Wiley. ISBN: 9781119379454
- Van der Pijl, Patrick; Lokitz, Justin; Solomon, Lisa (2016). Design a Better Business. Wiley. ISBN: 9781119272113

7.2. Academic Publications and Articles

- “The Discipline of Innovation” — Peter F. Drucker, Harvard Business Review (2002).
- “Why Design Thinking Works” — Jeanne Liedtka, Harvard Business Review (2018).
- “Communicating Innovation” — Keith Goffin & Rick Mitchell, Research-Technology Management Journal.

7.3. Digital Resources and Tools

- Harvard Business Review — Sección de innovación
<https://hbr.org/topic/innovation>
- IDEO - The Field Guide to Human-Centered Design (descargable en PDF)
<https://www.designkit.org/resources/1>
- McKinsey & Company — Insights on Innovation
<https://www.mckinsey.com/business-functions/mckinsey-digital/our-insights>
- World Economic Forum - Innovation Reports
<https://www.weforum.org/reports>