EAE Business School Barcelona

Bachelor Degree in Business Administration and Management and Business Transformation

Course: Innovation for business change

Subject: Business

Credits: 6 ECTS

Program: Bachelor

Modality: On-Site

Year: Second

Semester: Second

Academic Year: 2026-2027

1. Index

2. Presentation

Innovation occurs spontaneously in certain people, or in crisis situations, but it is very difficult to systematize. Therefore, the great challenge of organizations in recent decades has been to find models that allow systematizing innovation for organizational change. It will address topics such as: The need for business change; Characteristics of innovation; Moment of entry of ideas and projects in the market; Business innovation strategy; Strategy of orientation of the innovative product to the client; Continuous improvement through Open innovation: crowdsourcing, co-creation; From chaos to organization, and innovation management

Invoking entrepreneurs: see, lead and accelerate for the transformation and expansion of the business; Application through examples and exercises of Corporate Social Responsibility to ensure a better sustainable community and continuity in awareness of its importance.

3. Learning outcome of the degree

- RAT1 - The graduate will be able to recognize the tasks of the different functional areas within a company or organization, considering previous theoretical learning about business structures.
- RAT4 - The student will describe the techniques of management in the development of business organizations by means of different written tests.
- RAT5 - The graduate will describe the characteristics of the institutions and procedures of the Spanish and European legal system and their impact on the business environment, by means of a written or oral test. RAT6 - El graduado interpretará las diferentes técnicas de análisis de datos, para la valoración de la viabilidad de un proyecto empresarial.
- RAT7 - The student, after completing the Degree, will be able to identify the HR principles and practices of organizations through real-world case study learning
- RAT8 - The graduate will be able to provide a detailed description of the principles of occupational risk assessment as well as the action plans required to implement them in a company.
- RAT9 - The student will be able to provide clear and precise explanations of any knowledge/information, both orally and in writing, in Catalan, Spanish and a third language, particularly English.
- RAT10 - The student will be able to apply digital technologies (at the right time) in his/her field of expertise.
- RAT11 - After completing the Degree, the student will be able to apply the teamwork techniques in an autonomous way.
- RAT12 - The graduate will be able to develop both traditional and digital marketing and promotional projects in a business environment.
- RAT13 - The graduate will be able to analyze the economic operations of companies, which have been carried out in the financial markets.
- RAT16 - The graduate will be able to understand the economic-financial information of business entities and institutions in relation to their environment.

- RAT17 - After completing the degree, the graduate will be able to apply techniques to analyze and solve problems in changing business environments through the implementation of challenges and problem-solving methods.
- RAT18 - The student will be able to provide innovative, creative and entrepreneurial solutions in professional situations.
- RAT19 - The student will be able to evaluate the sustainability and social impact of the proposals presented, with ethical, environmental and professional responsibility.
- RAT20 - The student will be able to apply the gender perspective in the professional tasks.
- RAT21 - The graduate will be able to verify the economic-financial information of business organizations and institutions with regard to their environment, by analyzing the companies' profit and loss accounts.
- RAT23 – The graduate will be able to actively propose a plan for the implementation and support of information and communication systems for the digital transformation of the organization, according to a project based on a real business case.
- RAT24 – After completing the degree, the student will be able to design projects for IT services and systems in all business fields.
- RAT25 - The graduate will be able to prioritize the operational tasks of the different functional areas of a company or organization.

4. Learning outcomes of the subjects

- RAM2 - The student will be able to use in a solvent way the tools provided by the project management in the business reality.
- RAM3 – The student will be able to accurately devise actions to improve the results of a business from the analysis of deviations from the objectives set.
- RAM7 – The student will be able to properly relate the fundamental concepts of current business to obtain a broad vision of the economic reality that affects the company.

5. Contents

Innovation occurs spontaneously in certain people, or in crisis situations, but it is very difficult to systematize. Therefore, the great challenge of organizations in recent decades has been to find models that allow systematizing innovation for organizational change. It will address issues such as:

1. The need for business change
    1.1. Change is not a one-time event but a constant requirement to compete in complex and volatile markets.
    1.2. Firms must develop dynamic capabilities to anticipate, adapt to, and respond to technological shifts, demand changes, regulatory pressure, and competitive disruption.
2. Characteristics of innovation
    2.1. Innovation integrates three key dimensions: novelty, value creation, and exploitation.
    2.2. It may take the form of new products, services, processes, business models, or organizational structures.
    2.3. Its impact depends on the firm's ability to align innovation with strategy, culture, and market context.
3. Time to market ideas and projects
    3.1. Innovation success is highly dependent on timing.
    3.2. Strategic synchronization must balance internal technological readiness with external market maturity.
    3.3. Lead user involvement, iterative experimentation, and early validation help reduce uncertainty during market introduction.
4. Business strategy for innovation
    4.1. An effective innovation strategy aligns with overall business objectives and competitive positioning.
    4.2. It involves setting a clear innovation vision, prioritizing initiatives, managing a balanced innovation portfolio, and allocating resources to both short- and long-term projects.
5. Innovative Product Customer Orientation Strategy
    5.1. Innovation should be driven by customer value.
    5.2. This requires integrating customer insights early in the development process using tools such as user-centered design, advanced segmentation, and the identification of unarticulated needs.
6. Continuous improvement through Open innovation crowdsourcing, co-creation:
    6.1. Valuable knowledge exists beyond company boundaries.
    6.2. Leveraging external sources through open innovation practices, such as crowdsourcing, co-creation, or strategic alliances, enables faster innovation, reduces costs, and broadens the range of potential solutions.
7. From chaos to organization, and innovation management
    7.1. Innovation demands managing uncertainty without sacrificing discipline.
    7.2. It must be approached as a structured process: idea generation, selection, development, implementation, and learning.

7.3. A flexible organization, supported by leadership and appropriate metrics, turns creative chaos into structured value.

8. Summoning entrepreneurs
    8.1. See, lead and accelerate for business transformation and expansion
    8.2. Innovative leadership involves foresight, the ability to mobilize resources and teams, and speed in execution.
    8.3. These entrepreneurs act as change agents, fostering environments where experimentation and learning are key to strategic transformation.

Application through examples and exercises of Corporate Social Responsibility to ensure a better sustainable community and continuity in awareness of its importance: Responsible innovation integrates ethical, social, and environmental considerations at every stage of the innovation process. Through case studies and applied exercises, it is shown how CSR enhances not only reputation but also sustainable competitive advantage and social legitimacy.

6. Methodology

Learning outcomes developed	Teaching methodology	Training activities
Knowledge	Master class	Teacher's presentations
	Instructional sessions	Student's presentations
	Tutoring	Meetings for the resolution of doubts
	Learning based on readings	Reading and analysis of documents
Skill	Learning based on projects	Problem solving
	Learning based on audio-visual	Audiovisual analysis
	Case-based learning	Search and processing of information. Problem solving
Competence	Project-based work	Reporting Submissions of reports or papers

7. Evaluation

Evaluation system	Weight
Continuous evaluation: exercises, problems, reporting, papers, case studies	40 %
Mid-term exam	20 %
Final exam	40 %

The regulations include the obligation of 75% attendance.

- Absences are divided into two categories: justified and unexcused. Excused absences are those that can be demonstrated with a proof. All other absences are considered unjustified absences.
- The supporting documents must be delivered within a maximum period of 7 days to the teaching staff and clearly include the student's personal data as well as the date and time in which the student did not attend to a class.

Continuous assessment

The final grade for the subject is calculated based on the weighted average of three evaluation blocks:

a) Midterm exam, 20%

b) Activities (participation, class tests, seminar cases and/or group projects), 40%

c) Final exam, 40%

These three blocks will only be weighted if the final exam grade is equal to or greater than 4.0.

When the final exam grade is less than 4.0, blocks a) and b) will not be weighted and the final exam grade becomes the final grade for the subject.

If the student does not take the final exam, the final grade for the course is "No show."

In the event that the course final grade is a fail, but the final exam grade is less than 5.0, the student can recover the final exam with an additional test. With the result obtained, the final grade for the subject will be calculated according to the previous criteria.

Single Evaluation

The single evaluation consists of a single exam that is equivalent to 100% of the course grade. The exam, and therefore the subject, is passed with a grade of 5 out of 10 in this final test. In case of obtaining a grade lower than 5.0, the student has the right to a make-up exam.

To benefit from the single evaluation, it is necessary to send a written request to the coordination during the first 15 business days of the course.

The regulations establish a mandatory attendance requirement of 75%.

Regular attendance at in-person teaching activities is a fundamental academic requirement for the proper acquisition of the course competencies and learning outcomes. Accordingly, students must attend at least **75% of all scheduled sessions**.

Failure to meet this minimum attendance requirement will result in the loss of the right to sit the final examination for the course. Consequently, the student will receive a failing grade, with no possibility of accessing reassessment procedures or second-chance examinations, in accordance with the University's current academic regulations.

1. Absences are divided into two categories: **excused** and **unexcused**. Excused absences are those that can be supported by appropriate documentation. All other absences will be considered unexcused.
2. Supporting documentation for excused absences must be submitted to the teaching staff within a maximum of **7 days** and must clearly include the student's personal details, as well as the date and time period during which attendance in class was prevented.

8. Bibliography

- Tidd, J., & Bessant, J. (2018). *Managing innovation: Integrating technological, market and organizational change* (6th ed.). Wiley.
- Rzepka, A. (Ed.). (2023). *Innovation in the Digital Economy: New Approaches to Management for Industry 5.0*. Taylor & Francis.
- Rodríguez, J. C. C., Pumarejo, J. R. B., & Hernández, V. V. (2023). Innovación y Desempeño Empresarial: Estudio Bibliométrico. *Revista Venezolana de Gerencia: RVG*, *28*(102), 888-908.