



## INTRODUCTION

The new global economy makes markets change extremely fast. In this context organizations need to master the methodologies which allow them to grow sustainably. Traditional Research & Development, and New Product Development methodologies are no longer sufficient. Organizations must structure its innovation processes in order to deliver breakthrough products and services

Corporate Innovation describes the architectural elements (structure, organizational design and internal processes) that make a difference in the innovativeness skills of an organization. Companies must be able to self-diagnose the state of these architectural elements, and how to drive the appropriate improvements that foster they way it innovates.

There is no perfect organizational set up for innovation, hence companies need to understand the importance of experimentation and continuous learning, as well as how to iterate until achieving the best design matching its needs and maximizing the value they deliver to customers.

- **Compulsory subject in "Marketing".**
- **Module/subject:** module V: innovación y emprendimiento/ subject: Innovación
- **Year:** 4th
- **First semester:** 4th September 2025 - 27th November 2025 (13 lectures)
- **Schedule:** Thursdays from 15:30 to 17:15
- **Classroom:** Aula 6. Facultad de Comunicación.
- **Credits:** 3 ECTS.
- **Language:** English.
- **Approx. number of students:** 80.
- **Lecturer:** Francisco Javier Zambonino Vázquez, profesor invitado ([fzambonino@external.unav.es](mailto:fzambonino@external.unav.es))

### LEARNING OUTCOMES (Competencies)

#### BASIC COMPETENCIES

**CB1** - Students have demonstrated knowledge and understanding in an area of study that builds on the foundation of general secondary education, and is usually at a level that, while relying on advanced textbooks, also includes some aspects that involve knowledge from the cutting edge of their field of study.

**CB2** - Students are able to apply their knowledge to their work or vocation in a professional manner and possess the competences typically demonstrated through the development and defence of arguments and problem solving within their field of study.

**CB3** - Students have the ability to gather and interpret relevant data (usually within their field of study) in order to make judgements that include reflection on relevant social, scientific or ethical issues.



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**CB4** - Students are able to convey information, ideas, problems and solutions to both specialist and non-specialist audiences.

**CB5** - Students have developed those learning skills necessary to undertake further studies with a high degree of autonomy.

### **GENERAL COMPETENCIES**

**GC3** - Knowing the tools and techniques of innovation and entrepreneurship processes that occur in marketing management.

**GC4** - Apply marketing tools based on an in-depth analysis and understanding of the functioning of markets and consumer behaviour.

**GC5** - Apply leadership, teamwork, planning and time management skills to responsible decision-making and problem-solving in marketing.

### **SPECIFIC COMPETENCIES**

**CE19** - Knowing the fundamentals of innovation processes in organisations and the people management tools for the correct application of marketing plans.

**CE20** - Knowing the main creative methods of innovation development applied to the generation of business ideas and marketing of products and services.

**CE21** - Knowing and applying the tools and techniques necessary to present sales and negotiation actions.

## **PROGRAM**

- Introduction
- Architecture of corporate innovation
- Diffusion and irruption of innovations
- Strategy & Tactics
- Systems & Structure
- Leadership Style
- Team Culture & Shared Values
- Open Innovation & Clusters

## **EDUCATIONAL ACTIVITIES**

### **Setup**

Lectures and seminars: 30 hours approx.

Regular submissions: 15 hours approx.

Personal reading & study time: 30 hours approx.

### **Classroom activities**

Lectures are organized to combine several learning methodologies:



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1. Business case analysis and group discussions.
2. Workshops.
3. Teamwork activities.
4. Master classes (sharing of theoretical concepts).

Students will be allocated to learning groups (for debate and reflection purposes) the first day of the course. Student will typically complete individual activities (reflections and tasks) previous to the lectures, and they will join team activities in the classroom (debates and knowledge sharing within their learning groups).

### **Exam**

Open book exam.

### **Tutorial**

Students interested can contact the professor to agree with how to interact.

## **ASSESSMENT**

### **[70%] Final exam (open book)**

Open book exam about theoretical concepts and its practical application in real scenarios.

Material of study including slides, articles, papers, and documents handed out in and after the lectures. Material of study included in the slides handed out after the lectures

### **[30%] Class activities, attendance & regular submissions**

Practical cases individually preworked (pre-class activity)

Practical cases discussions in teams (in-class activity)

Learning log (weekly)

### **[5% extra] Optional miniproject in groups of three**

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### **[100%] Extraordinary exam (second call)**

Open book exam about theoretical concepts and its practical application in real scenarios.

Material of study including slides, articles, papers, and documents handed out in and after the lectures. Material of study included in the slides handed out after the lectures

### **FIRST CALL**

- December 2025

### **EXTRAORDINARY CALL**



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• June 2026

### **Students with special learning needs**

Accommodation will be provided for students with special learning needs. Please contact your professor in advance.

## **SUPPORT TO STUDENTS**

To get assistance from your lecturer, please email [fzambonino@external.unav.es](mailto:fzambonino@external.unav.es)

## **BIBLIOGRAPHY**

**Papers, articles and books to be shared regularly as the lectures progress.**

**Texts to be read in a ongoing basis before and after each lecture (no need to study in advance).**

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McKinsey 7S model, by McKinsey

Diffusion of Innovation, by June Kaminski

High-End Disruption: Using Affordability to Measure Innovation, by Tannu Tuva Initiative

What is disruptive innovation, by C Christensen, ME Raynor, R McDonald

Six Keys to Building New Markets by Unleashing Disruptive Innovation, by Clayton M. Christensen, Michael E. Raynor and Scott D. Anthony

Ansoff matrix: what it is, and how to use it, by Emily Finlay

Blue Ocean Strategy: From Theory to Practice, by W. Chan, Kim Renée Mauborgne

Managing Your Innovation Portfolio, by Bansi Nagji and Geoff Tuf

McKinsey's Three Horizons Model Defined Innovation for Years. Here's Why It No Longer Applies, by Steve Blank

7 types of organizational structures, by Shannon Williams

Accelerate, by John Kotter

The ambidextrous organization, by CA O Reilly, ML Tushman

The core competence of the corporation, by CK Prahalad and G Hamel

Why Design Thinking Works, by Jeanne Liedtka



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Open Innovation: A New Paradigm for Understanding Industrial Innovation, by Henry Chesbrough

Evolution of the PDCA Cycle, by Ronald Moen and Clifford Norman

Scrum: An Agile Framework, by Rashmi Popli and Naresh Chauhan

The Innovation Funnel Fallacy (white paper), by International Journal of Innovation Science

Understanding Industrial Property, by World Intellectual Property Organization

Why The Lean Start-Up Changes Everything, by Steve Blank

Design Sprint Methods, by Google

Innovation Calls For I-Shaped People<sup>1</sup>, by Bill Buxton

What Is Leadership?, by McKinsey

How To Choose A Leadership Pattern, by Robert Tannenbaum and Warren H Schmidt

The Five Practices Of Exemplary Leadership, by James M. Kouzes and Barry Z. Posner

Connect & Develop, by Larry Huston and Nabil Sakkap

Intrapreneurship explained, by Meredith Somers