



Universidad
de Navarra

Innovation Models
Guía docente 2025-26

PRESENTATION

Brief description:

This subject aims to introduce students to the world of innovation. The aim is to understand what innovation consists of, what factors and agents are involved in it and how it is designed, organised and carried out.

- **Titulación:** ADE + Innovation & Entrepreneurship
- **Módulo/Materia:** 7.2 optativas específicas
- **ECTS:** 3
- **Curso, semestre:** curso 2 semestre 3
- **Carácter:** Optativa de perfil obligatoria
- **Profesorado:** Belén Goñi Alegre
- **Idioma:** Bilingual. The materials will be in English and most of the classes too, except those with a guest that might be in Spanish
- **Aula y Horario** <https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios>.

LEARNING OUTCOMES (Competences)

CEOP12

Understand and apply concepts and theories of innovation, including social, product, radical, modular, disruptive, minimalistic innovation

CEOP13

Understand and apply advanced strategy concepts and theories

CEOP14

Understand the economic fundamentals of innovation in companies

CEOP15

Understand and apply concepts and theories of entrepreneurship and intrapreneurship

PROGRAMME

1. Introduction
 1. Concepts
 2. Starting premises
 3. Innovation types
 4. Innovation projects
2. Innovation: the context
 1. Trends & technologies
 2. The ecosystem
 3. Managing context: strategic intelligence
3. Innovation: The company's organization
 1. Organization & structure



Universidad de Navarra

2. The optimal organization to innovate
3. Innovation Culture
4. Measuring innovation
5. The innovation process. De-risking
6. Involving stakeholders
7. Learning
8. Portfolio Management
9. R + D + I projects (Research + Development + Innovation). Technological & investment maturity
10. Protection and exploitation of results: Industrial property
11. Financing innovation
12. Tools, infrastructure, and innovation support systems
4. Innovation: People
 1. The managers
 2. Innovation competences
 3. Teams
 4. Change Management
5. Conclusions
 1. Innovation killers

LEARNING ACTIVITIES

In-class activities (25 hours)

Face-to-face sessions in which master classes, case discussions, simulations, debates, talks and workshops will alternate

Personal activities (50 hours)

- Individual preparation of face-to-face sessions and personal study.
- Design and implementation of a real innovation project.
- Learning notebook

ASSESSMENT

FIRST SITTING*

1. **Team project:** Implementation of an innovation project. Evaluation criteria: according to the rubric detailed in the project definition. Weight in the final mark: 40%: 30% work (team) and 10% peer evaluation & personal. The people who have not contributed to the project during the semester, will not benefit from their group grade.
2. **Class participation** Evaluation criteria: the content, clarity and specificity of the interventions will be assessed, among other aspects, as well as the previous study (by means of the tests at the beginning of class), the preparation of the cases and the "2 things I learned +1 question". Weight in the final grade: 20%
3. **Final knowledge exam** Objective evaluation through short questions and small cases. Weight in the final grade: 40% of the grade.

Please note that in order to pass the course you must have passed the exam and the project with a 5/10

RESIT*.



Universidad
de Navarra

Knowledge exam 2nd call exam. Objective evaluation through short questions or small cases.
Weight in the final grade: 100%

To pass the course it is necessary to pass the exam.

* Students who do not take the knowledge exam will obtain the grade "not presented" in the corresponding call for the subject

OFFICE HOURS

Belén Goñi Alegre (bgalegre@unav.es)

- Office: Innovation Factory, School of architecture, ground floor office 0160
- Office hours: Before or after class or at another agreed time after sending an email to bgalegre@unav.es

BIBLIOGRAPHY

- A innovar se aprende innovando Ed Punto Rojo. Autores María Beunza y Belén Goñi [Localízalo en la Biblioteca](#)
- Manual mínimo viable de innovación. Autor Ángel Alba Pérez
- Cómo innovar sin ser Google Ed. Profit. Autor: Alfons Cornellá
- HBR's must reads on innovation. [Find it in the library.](#)
- Innovating: A Doer's Manifesto for Starting from a Hunch, Prototyping Problems, Scaling Up, and Learning to Be Productively Wrong. Ed. MIT Press. Autor: Luis Pérez-Breva [Localízalo en la Biblioteca](#)
- Business Model generation Ed. Wiley Autores Alex Osterwalder Yves Pigneur [Localízalo en la Biblioteca](#)
- Value Proposition Design Ed. Wiley. Autor Alex Osterwalder [Localízalo en la Biblioteca](#)
- The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models (The Strategyzer series) Ed. Wiley. Autores: Alexander Osterwalder , Yves Pigneur , et ál
- Ten Types of Innovation: The Discipline of Building Breakthroughs. Ed. Wiley. Autores Larry Keeley, Helen Walters, Ryan Pikkell, Brian Quinn. [Find it in the library.](#)
- The Innovator's Dictionary: 555 Methods and Instruments for More Creativity and Innovation in Your Company. Ed. De Gruyter. Autores: Christian Buchholz, Benno Aerssen [Find it in the library.](#)