



Universidad
de Navarra

Strategy & Innovation
Teaching guide 2025-26

INTRODUCTION

Course Description:

Given the increasingly competitive and dynamic scenarios, companies must innovate to improve their performance and position themselves in the markets. Because of this, innovation cannot be considered as a random or one-off result of some specific efforts. Innovation must be approached as a permanent process in the company, a process that in turn needs a strategy to implement. In this context, this course examines the need for companies to innovate and its relationship with business strategy, the different types of innovations, its main incentives/barriers, and approaches developed to analyze/develop innovation. Subsequently, the main ways to protect innovation, the strategies to extract value from it, to end with the main ways to collaborate to innovate.

- **Degree:**

2º Ade+IE (Administración y Dirección de Empresas + Diploma en Innovation and Entrepreneurship (Bilingüe)

- **Module:** Materia 7: Optativas.
- **Materia 7.2.:** Optativas Específicas.
- **ECTS:** 6 ECTS.
- **Course:** Second course.
- **Semester:** Second semester.
- **Status:** Basic in Innovation and Entrepreneurship program.
- **Professor:** Goretti Cabaleiro.
- **Language:** English.
- **Class Schedule:**
- <https://www.unav.edu/web/facultad-de-ciencias-economicas-y-empresariales/estudiantes/horarios>

LEARNING OUTCOMES (Competencies)

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.

PROGRAMA



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PART 1. INTRODUCTION TO INNOVATION.

1. Introduction to the Actual Context.
2. Types of Innovation.
3. Sources of Innovation
4. Barriers to Innovation.
5. Innovation Ecosystems.

PART 2. FORMULATING THE INNOVATION STRATEGY.

6. Defining the Organization's Strategic Direction.
7. Balanced Scorecard
8. Blue Ocean Strategy.
9. Orchestration.
10. Choosing Innovation Projects.
11. Protecting Innovation.

FORMATION ACTIVITIES

1. **Theory Sessions:** Strategy and Innovation theory will be presented in a mix of lecturing and constant class discussion. The goal is to develop students' capacity to seek knowledge and their critical thinking.
2. **Practical Sessions:** Additionally, there will be practical sessions, which are as important as the theory sessions to provide a full and deep understanding of the strategy and innovation process. These practical sessions aim to give a real-world perspective of the concepts exposed in the theory sessions. Some of these practical sessions will consist of virtual simulations, the development of the final project, and a case study or press article analysis and discussion. Students are required to prepare the cases before coming to class and they should deliver them via ADI at the end of the class.
3. **Quizzes.** Brief multiple-choice questionnaires will be conducted to check if students present understanding problems with the material before the final exam.
4. **Group presentations.** In groups, students should prepare some presentations during the course.

ASSESSMENT

ORDINARY (MAY)

Individual:

- **Two Quizzes:** 15% (7,5% each one).



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- **Final Exam:** 40% (*minimum grade: 5*).

Group:

- **Practice deliveries:** 20% (*with peer evaluation among group members*).
- **Final Project:** 25% (*with peer evaluation among group members*). (*minimum grade: 5*).

EXTRAORDINARY (JUNE)

- **Final Exam:** 60% (*minimum grade: 5*).
- **Final Project:** 40% (*with peer evaluation among group members*). (*minimum grade: 5*).

OFFICE HOURS

Dra Goretti Cabaleiro (gcabaleiroc@unav.es)

- Office 2160. Building Amigos. Second floor (hilera)
- Office Hours: To be confirmed.
- Please send an email before to book your time.

BIBLIOGRAPHY

Compulsory:

- Tidd, J. and Bessant, J. *Managing Innovation: Integrating Technological, Market and Organizational Change*, 7th Edition (2020). Wiley. ISBN: 978-1-119-37941-6. [Find it in the Library](#)
- Schilling, M.A., *Strategic Management of Technological Innovation*, 6th Edition (2020). McGraw-Hill Education. ISBN: 978-1-260-56579-9. [Find it in the library](#).
- Readings from *Harvard Business Publishing*.

Complementary:

- Tidd, J. and Bessant, J. *Strategic Innovation Management*. Wiley. ISBN: 9781118457238. [Find it in the library](#).