



MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE  
SIMON KUZNETS KHARKIV NATIONAL UNIVERSITY OF ECONOMICS

**"APPROVED"**  
Deputy Head  
(vice-rector for scientific and pedagogical work)



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№02071211  
M.V. Afanasyev



**INNOVATION MANAGEMENT**  
**syllabus**

Field of knowledge **all**  
Speciality **all**  
Educational level **second (master degree)**  
Educational program **all**

Course type **Elective**  
Language of teaching, learning and assessment **English**

Head of economics of enterprise  
and management department



D.V. Shyian

**Kharkiv**  
**2018**



APPROVED

at the meeting of the economics of enterprise and management department  
Minutes № 1 dated August 25 2018 p.

Developer:

A.S. Panchuk, PhD, associate prof. of economics of enterprise and management department

Update and re-approval letter  
syllabus

Academic year	Date of the department's meeting	Protocol number	Head of department signature
2018/2019	25.08.2018	№ 1	
2019/2020	27.08.2019	№ 1	

## 1.Introduction

**Abstract of the course:** In modern conditions, the level of economic development is determined not so much by the scale of production as by its innovative orientation and flexibility of management. Development and implementation of new technologies, according to many experts, will help to overcome the crisis in the economy of Ukraine. The structure of Ukraine's exports and imports needs to be improved, as the share of low - value-added goods in exports is too high, and that of energy imports. There are many problems in the budgetary and social spheres. In connection with these circumstances, the problem of structural adjustment of the economy through the introduction of an innovative model of development with the use of world and domestic achievements in the field of scientific and technological progress is important.

The world experience in the implementation of the innovative model of economic development shows that its integral element is venture entrepreneurship. Innovation management comes in various forms and covers a large set of economic relations related to production, new discoveries and inventions. Innovation serves as an accelerator of economic development and is able not only to bring the country's economy to the highest level, but also to ensure the breakthrough of domestic technologies to world markets.

Innovation is an activity that is accompanied by high commercial risk and long-term financial investments.

The speed of commercialization of new promising scientific ideas and technological developments and, as a consequence, the competitiveness of the national industry in the context of globalization of economic relations depends on how successfully the innovative mechanism operates today. Therefore, the state bodies of the highly developed countries of the world actively support the transfer of new technologies.

Thus, based on the study of the activities of leading companies in the international market, it can be argued that the key to success in the field of innovative entrepreneurship is the exchange of new technologies and their transfer.

Consequently, the problem of shortage of specialists with systemic and comprehensive knowledge in the field of venture entrepreneurship and technology transfer comes to the fore in the activities of domestic companies.

The course "Innovation Management" is a selective academic course and provides selective component of the educational-professional programs of master training (MAG-MINOR).

**The purpose of the course:** it is the formation of students ' competencies in the management of venture business and the ability to use key methods of practical solutions to the problems of innovation commercialization, the use of technologies for the implementation of innovations in business, the development of technologies for the innovation management.

**The object** of the course is the economic system and processes that reflect various aspects of innovative business management.

**The subject** of the course is the theory, methods and approaches to innovation management and related activities.

In the process of learning, students receive the necessary knowledge during lectures and practical tasks. The most difficult issues are presented for consideration and discussion during the seminars. Also of great importance in the process of learning and consolidation of knowledge is independent work of students.

As a result of the study students must:

**know:**

conceptual and categorical apparatus for innovative entrepreneurship and its

infrastructure;

economic essence of venture business;

theoretical aspects of risk management;

directions of regulation and methods of risk reduction in the field of venture investment;

basic principles of functioning of the intellectual property market;

technology of development of the franchising system of the innovative enterprise;

modern methods and models of technological forecasting;

theoretical and methodological foundations of fundraising.

**can:**

to carry out problem diagnostics of business processes of an innovative enterprise;

to develop measures for reengineering of the innovative enterprise;

it is reasonable to determine the perspective directions of venture investment;

assess the level of risk of venture capital investment based on the use of modern methods;

to analyze the future flows of profit venture capital company;

build a profile of the marketing environment of innovative enterprises;

to forecast the prospects of innovative activity on the basis of foresight methods;

to apply economic and mathematical methods and models in the process of evaluation of perspective projects of the technology sphere;

to make a reasonable choice of the optimal franchising system in the field of innovative entrepreneurship;

conduct a comprehensive assessment of the brand value of an innovative enterprise;

develop a set of measures for the design and implementation of fundraising project.

Year	<b>1</b>	
Semester	<b>2</b>	
Credits quantity ECTS	<b>3</b>	
Class work	<b>lectures</b>	<b>20</b>
	<b>tutorials</b>	<b>20</b>
	<b>labs</b>	<b>-</b>
Independent work		<b>110</b>
Final control form		

**2. Competences and results of course studying:**

<b>Competences</b>	<b>Study results</b>
Ability to apply innovative business management methods	To analyze the main business processes of an innovative enterprise. To assess external and internal factors influencing the formation of the innovation management strategy
To make an informed strategic decisions	To determine the features of the functioning

based on technology forecasting methods	of the intellectual property market. To form an optimal system of franchising of an innovative enterprise
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### 3. The academic course syllabus

#### Content module 1. Theoretical and methodological foundations of innovative entrepreneurship

##### Topic 1. Innovative entrepreneurship and business processes

###### 1.1. Innovation as an instrument of entrepreneurship .

The concept of innovation. The essence and components of innovation processes in the field of entrepreneurship. Stimulating and disincentive factors of innovative activity of the enterprise. Model of innovative business processes. Conceptual foundations of innovative entrepreneurship.

1.2. Engineering of innovative enterprise. The concept of "engineering" and the main forms of its implementation in the innovative business. Components of the program of innovative engineering of the enterprise.

###### 1.3. Organizational forms of innovative activity of the enterprise..

The management structure of the consortium. Global corporations and their role in innovative entrepreneurship. Features of alliances of innovative companies. Contractual unions on the basis of equity investments. Small business in innovation. International experience of technology parks and technopolises. Business incubator as a means of attracting investments.

##### Topic 2. Innovative business in terms of risk.

###### 2.1. Economic functions of venture capital.

The role of the venture mechanism in the implementation of innovative projects. Trends in the development of global venture investment. The main functions of a venture company.

###### 2.2. Features of venture business and prospects of its development.

Current trends and priorities of the business venture. Features of investment of innovative projects. Sources of risks in the field of innovation. Types of risks in venture investment. The concept of "venture accelerator" and the methodology of its definition.

###### 2.3. The main methods of venture investment.

The main sources of venture capital investment. Methodology of choice of organizational forms of venture investment. Methods of risk reduction in the selection process of innovative business projects.

###### 2.4. State regulation of venture business.

Direct and indirect methods of promoting the development of venture business. Global experience in promoting venture entrepreneurship. State and prospects of venture investment in Ukraine.

##### Topic 3. Methodological framework for the management of venture company

### 3.1. Factors generating innovation in entrepreneurship.

Evolution of approaches to planning and organization of corporate R&d And decentralization of innovation processes. External and internal factors that determine the possibility of innovation in business. The principles of operation of the venture.

### 3.2. Organization of a venture company.

The types of organizational structures for venture capital firms. Types of venture firm integration. Problems, prospects and features of venture capital management company.

### 3.3. Formation of strategy of venture capital firms.

The main determinants of innovative development of the enterprise. Innovative goals and objectives of a venture company. Typology of strategies of venture capital companies. Stages of development of the strategy of the venture company.

## **Topic 4. Marketing approach to innovative business management.**

### 4.1. Specifics of innovation marketing.

Classification of innovation markets. Marketing of scientific and technical products. Marketing environment of an innovative firm. Methodology GAP-analysis of future revenue streams of the company.

### 4.2. Organization of marketing research in the field of innovation.

Information support of marketing research in the field of innovation. Marketing intelligence in innovative entrepreneurship. The use of CALS technology in identifying promising innovative projects.

### 4.3. Development and introduction of innovative products to the market.

R & d as a factor of competitive success of an innovative enterprise. Monitoring the market situation and generating new ideas. Positioning of innovative products. Methods of attracting consumers to the creation of an innovative product. Integrated marketing communications in the venture business.

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## **Content module 2. Commercialization of innovations and transfer of new technologies in modern conditions.**

### **Topic 6. Intellectual property market: features, problems, current trends and prospects**

#### 6.1. Essential characteristics of intellectual property.

Patent agreements. The essence and features of know-how. Approaches and challenges of the licensed trade. Economic, strategic, political and legal reasons for licensing. Specific types of intellectual property objects Classification of intellectual property objects.

#### 6.2. Legal regulation of intellectual property.

Historical background of legal regulation of intellectual property. Protection of intellectual property and its varieties. Features of pricing in the objects of innovation of ownership. State legal regulation of the intellectual property market in Ukraine.

### **Topic 7. Franchising in innovation**

#### 7.1. The essence and characteristics of franchising.

Basic concepts and components of franchising. Features of franchising in modern conditions. Advantages and disadvantages of franchising.

#### 7.2. Development of franchising system.

World experience in building a successful franchise. Stages of development of a franchise system. The sources of income for franchisees. Franchise agreement. Development of franchising in Ukraine.

#### 7.3. Branding and franchising philosophy in innovative entrepreneurship.

The main stages of brand development. Definition of brand strategy. The main issues of brand positioning. Creating a successful brand for franchising in the world practice.

### **Topic 8. Strategy and tactics of transfer of new technologies**

#### 8.1. Development of innovative infrastructure and technology transfer system.

The concept of "technology commercialization" and "technology transfer". State and problems of introduction of technology transfer into the economy. Innovative structure and its main properties at the present stage. State management of technology transfer network. Types of inter-organizational technology transfer. Matrix of personal technology transfer. Elements of commercial and non-commercial technology transfer.

#### 8.2. Diagnostics of innovative technologies.

Types and functions of technology transfer. Criteria for the success of technology transfer. Technological audit. Methods for assessing the potential of technology transfer.

#### 8.3. The strategy of technology transfer in innovation.

Stages of technology transfer development. Strategic assessment of technology transfer partners. Experimental sites of technology transfer. Strategic alternatives to technology transfer.

### **Topic 9. Technological forecasting in innovation**

#### 9.1. Evolution of approaches to technological forecasting.

Update the forecasting of socio-economic phenomena. Development of modern methodology of diagnostic studies. Characteristics of common forecasting methods. Modern directions of technological development.

9.2. Basic theories and methods of technological forecasting.

Technology transfer. Methods of technological forecasting methods of expert forecasting. Descriptive methods of forecasting. Statistical methods of forecasting.

9.3. Fundamentals of foresight methodology.

The essence of foresight forecasts in the economy. Delphi method. Methodology "Road map". Benchmarking as a method of foresight forecasting.

### **Topic 10. Fundraising as the basis of attracting venture capital investment**

10.1 Theoretical foundations of fundraising.

The concept of "fundraising", "fundraising project". Fundraising cycle. Sources of funding for fundraising projects. Global and domestic experience of successful fundraising.

10.2 strategic planning of fundraising.

Goal-setting in fundraising. Methods of attracting financing. Planning of staffing of the fundraising project. Segmentation of donors and major stakeholders of the fundraising project. Budget planning fundraising-govolo project. Planning of fundraising events. Development of a successful fundraising strategy.

## **3. The order of evaluation of the results of training**

The assessment system of the developed students competencies takes into account the types of occupations, which according to the curriculum program include lectures, tutorials, and independent work. Assessment of the developed students competencies is carried out using a 100-point accumulation system. In accordance with the Provisional Regulations "On the Procedure for Assessing the Results of Students' Learning Based on the Accumulated Bulletin-Rating System" S. Kuznets KhNEU, control measures includes:

the semester current control during lectures, tutorials, seminars and is estimated by the sum of the points scored (the maximum amount is 100 points; the minimum amount that allows the student to get a score is 60 points);

modular control carried out in the form of a colloquium as an intermediate mini-exam on the initiative of the teacher, taking into account the current control over the relevant content module and aims to integrate the evaluation of the student's learning outcomes after studying the material from the logically completed part of the course - content module;

final / semester control, conducted in the form of a differentiated offset, according to the schedule of the educational process.

The procedure for carrying out the current assessment of students' knowledge. Assessment of student's knowledge during practical classes and performance of independent tasks is carried out according to the following criteria:

understanding, degree the theory and methodology assimilation; the degree of assimilation of the course actual material; acquaintance with the recommended literature, as well as contemporary literature on the issues under consideration; the ability to combine theory with practice when considering production situations, solving tasks, performing calculations in the process of performing individual tasks and tasks submitted for consideration in an audience; logic, structure, style of presentation of the material in



written works and speeches in the audience, ability to substantiate their position, to generalize information and to draw conclusions; arithmetic correctness of the implementation of an individual and complex settlement task; the ability to conduct a critical and independent assessment of certain problem issues; the ability to explain alternative views and the presence of their own point of view, position on a particular problem issue; application of analytical approaches; quality and clarity of reasoning; logic, structuring and substantiation of conclusions on a specific problem; independence of work; literacy of presentation of the material; use of comparison methods, generalizations of concepts and phenomena; registration of work.

The general criteria for evaluating non-auditing independent work of students are: the depth and strength of knowledge, the level of thinking, the ability to systematize knowledge on specific topics, the ability to make sound conclusions, the possession of categorical apparatus, skills and techniques of performing practical tasks, the ability to find the necessary information, carry out its systematization and processing, self-realization on practical and seminars.

The final control of the knowledge and competences of students in the discipline is carried out on the basis of a set-up, the task of which is to check the student's understanding of the program material in general, the logic and interrelations between the individual sections, the ability to use the accumulated knowledge creatively, the ability to formulate their attitude to a particular problem of the discipline etc.

The result of the semester test is evaluated in points (the maximum number is 100 points, the minimum number being counted is 65 points) and is placed in the corresponding column of the exam record "Progress Report".

A student should be considered certified if the sum of the points obtained on the basis of the results of the final / semester test of success is equal to or exceeds 60.

The final score from the academic discipline is calculated taking into account the points obtained during the current control over the accumulation system. The total score in the points for the semester is: "60 and more points are counted", "59 and less points are not counted", and entered in the record "Report of success" of the course.

### Distribution of points for weeks

Themes of the content module			Lectures	Practical tasks	Current control works	Presentations	Independent work control	Coloquium	Total
<b>Content module 1.</b>	<b>Theme 1</b>	1 week	0,5	1,5		3			<b>5</b>
	<b>Theme 2</b>	2 week	0,5	2		3	2		<b>7,5</b>
	<b>Theme 2</b>	3 week	0,5	3	5	2	3		<b>13,5</b>
	<b>Theme 3</b>	4 week	0,5	2	7	3	2		
	<b>Theme 3</b>	5 week	0,5	2				10	<b>12,5</b>
	<b>Theme 4</b>	6 week	0,5	3		2	3		<b>8,5</b>
<b>Змістовий модуль 2.</b>	<b>Theme 5 Theme 6</b>	7 week	0,5	2	7	3	3		<b>15,5</b>
	<b>Theme 7</b>	8 week	0,5	5		2			<b>7,5</b>
	<b>Theme 8</b>	9 week	0,5	1,5		3			<b>5</b>
	<b>Theme 9</b>	10 week	0,5					10	<b>10,5</b>
<b>Total points</b>			<b>5</b>	<b>22</b>	<b>19</b>	<b>21</b>	<b>13</b>	<b>20</b>	<b>100</b>

Scale: national and ECTS

The amount of points for all types of educational activities	ECTS	Score on a national scale	
		for exam, course project (work), practice	for the offset
90 – 100	A	exellent	credited
82 – 89	B	good	
74 – 81	C		
64 – 73	D	satisfactorily	
60 – 63	E		
35 – 59	FX	unsatisfactorily	not credited
1 – 34	F		

#### 4. Recommended literature

1. Amabile, T. et al. *Assessing the work environment for creativity*. Academy of Management, October 1996, Volume 39, Issue 5, pp 1154-1184
2. Chakravorti, B. (2003). *The slow pace of fast change: bringing innovations to market in a connected world*. Boston, MA: Harvard Business School Press
3. Christensen, C. and Raynor, M. (2003). *The innovator's solution: creating and sustaining successful growth*. Boston, MA: Harvard Business School Press
4. Davila, T., Epstein, M. and Shelton, R. (2006). *Making innovation work: how to manage it, measure it and profit from it*. Upper Saddle River: Wharton School Publishing
5. Luecke, R. and Katz, R. (2003). *Managing creativity and innovation*. Boston, MA: Harvard Business School Press

#### Websites

1. Organisation for Economic Co-Operation and Development (OECD). Innovation and Technology Policy. <http://digbig.com/4wxmx> [Accessed 16 May 2008]
2. The Innovation Unit – one of the UK's leading organisations for promoting innovation to improve education. [www.innovation-unit.co.uk](http://www.innovation-unit.co.uk) [Accessed 13 March 2008]
3. European Union – innovation articles. <http://cordis.europa.eu/cip/index.html> [Accessed 13 March 2008]
4. Innovation Point – provides a useful source of White Papers, articles and presentations on various aspects of Strategic Innovation. [www.innovation-point.com/resources.htm](http://www.innovation-point.com/resources.htm) [Accessed 13 March 2008]