ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

APPROVED BY
THE STUDY COMMISSION
Minutes No. 02-12-2026-14
as of 24th August 2026

INNOVATION PROJECT MANAGEMENT

Course code	*GRAI024*
Compulsory in the program	*Innovation and Technology Management*
Level of studies	*Graduate*
Number of credits	*6 ECTS; 16 hours of theory and 16 hours of practice in classroom, 128 hours of self-study*
Course coordinator	*Prof. Dr. Alfredas Chmieliauskas*
Prerequisites	*Undergraduate diploma*
Language of instruction	*English*

COURSE DESCRIPTION

The course focuses on strategic aspects of implementing innovations through projects. Multiple learning formats are used throughout the course, including lectures, workshops, case study, group work assignments and classroom presentations. During workshops, in an intensive group work environment students analyze and assess organizational innovation capabilities. Results of the group work are discussed and presented in a predefined format. Learning process also includes development of managerial solutions for improving innovation management practices in real-life organizations.

COURSE AIMS

The course is designed to develop the insights and skills necessary to critically analyze, assess and improve innovation-related project work in organizations. Upon successful completion of the course, students should have a solid understanding of contemporary innovation implementation management and its benefits for their professional career.

LEARNING OUTCOMES OF THE COURSE

On completion of this course successful students will:

Course learning outcomes (CLO)	Degree level learning objectives (see p. 4)	Learning methods	Assessment methods
CLO1. **Knowledge and application.** Have a critical awareness of the models, roles, responsibilities and functions of innovation project management.	LO1.1 LO1.2	Lectures, self-study	Case study assignments, final exam
CLO2. **Research skills.** Gain skills how to synthesize theoretical knowledge and undertake a sustained piece of empirical research aiming to identify priorities for innovation project management improvement.	LO3.2	Lectures, self-study	Case study assignments, final exam
CLO3. **Special abilities.** Be able to apply process-oriented organizational innovation project management models.	LO3.1	Lectures, workshops	Case study assignments, final exam
CLO4. **Social abilities.** Display teamwork skills and understand people side of innovation project management.	LO2.1	Lectures, workshops	Case study assignments
CLO5. **Personal abilities.** Develop personal and professional abilities, critical thinking, and creativity.	LO1.3	Lectures, self-study	Case study assignments, final exam

QUALITY ASSURANCE

Structure of the course reflects regular student feedback that is highly appreciated and collected both formally (after completing the course) and informally (during the course). The variety of learning methods used in the course assumes regular check-ups including student presentations during workshops, as well as the case study assignment allowing for student guidance regarding the individual learning progress.

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COURSE CONTENT

Class No.	Topic No.	Topic	Contact hours	
			Lecture	Workshop
1	1	Innovation, organizational change and projects: • Innovations as projects and projects as innovations. • Project organization within a base organization. • Project roles and responsibilities.	1	--
	2	Innovation project management maturity. Project roles vs. maturity levels. Project ownership. Moving from maturity level 1 to maturity level 2: • Standardizing the project planning and control. • Establishing project ownership.	2	--
	3	Organizational innovation project management process. Moving from maturity level 2 to maturity level 3: • Standardizing the innovation project management process. • Establishing the process ownership (project management office).	2	--
	4	Innovation project portfolio management. Moving from maturity level 3 to maturity level 4: • Introducing portfolio KPIs; • Establishing the portfolio ownership.	2	--
	5	Interim case study assignment.	--	1
2	6	Interim case study report. Collaborative dialogue and knowledge sharing among groups using the *World Café* method.	--	4
	7	Continuous improvement of innovation project management: • Establishing sustainable Lessons Learned (LL) practices. • Incorporating LL into the project management process.	2	--
	8	Typology of innovation projects. Innovation project management methodology dilemma: Waterfall vs. Agile.	2	--
3	9	Organizational change project management. • Complexity of organizational change: technical side and people side of change. • ADKAR: a framework for managing individual change in organizations. • Agile change management.	3	1
	10	Leading innovation project management improvement initiatives in organizations: • Employing a consulting approach in an organizational setting. • How to “practice what you preach”? Lessons learned during the course.	2	1
	11	Final case study assignment.	--	1
4	12	Innovation project management improvement plans for organizations: • Final case study report: presentation. • Final case study report: opposition.	--	8
		Tutorial	By request	
		Final exam		2

SELF STUDY AND ASSESSMENT

Type of assignment	Topics	Hours	Evaluation, %
Interim case study assignment	1-6	15	10
Final case study assignment – presentation	1-12	25	15
Final case study assignment – opposition	1-12	15	10
Final case study assignment – report	1-12	25	15
Written examination	1-12	48	35
Peer evaluation	5-6, 11-12	--	15
Tutorial	1-12	By request	--
Total:		**128**	**100**

INTERIM CASE STUDY ASSIGNMENT (10%). Students must submit an interim case study report (PDF format) by the scheduled date for class 2. Timely submission is mandatory; late submissions will not be accepted.

FINAL CASE STUDY ASSIGNMENT – PRESENTATION (15%). A 10-minute presentation (approximately 10 slides in Power-Point or a similar format) must be delivered during class 4. No advance upload is required. The presentation should clearly summarize the main points of the case study report.

FINAL CASE STUDY ASSIGNMENT – OPPOSITION (10%). A 5-minute opposition (using 2 slides) must be delivered during class 4. No advance upload is required. The opposition should be based on the content of the assigned group's case study report.

FINAL CASE STUDY ASSIGNMENT – REPORT (15%). The final report (PDF format) must be uploaded by the specified deadline for opposition. After the presentation and opposition, a revised version may be submitted by the final deadline for grading. Late submissions are not permitted. If no updated version is uploaded, the original version will be graded.

WRITTEN EXAMINATION (35%). A 120-minute, in-class open-book exam, involving the solution of a business case related to innovation project work improvement in an organization.

PEER EVALUATION (15%). After the last class, each group member must evaluate their peers' contributions to the group work using Fink's peer evaluation method. Evaluations must be uploaded by the defined deadline.

FINAL GRADE CALCULATION. The final course grade will be calculated as a weighted average of the six components listed above. No rounding is applied. If any individual grade is below 5 (i.e., a failing grade), it will be replaced by 0 in the calculation of the final weighted average.

INSTRUCTOR'S ADJUSTMENT. The instructor reserves the right to add up to 1 additional point to the final grade based on a student's demonstrated contribution and professionalism in class.

RE-TAKE POLICY. Students who receive a failing final grade may re-take the exam. The re-take exam will account for 35% of the final grade.

ACADEMIC HONESTY AND AI POLICY

Learning methods of the course favor creativity as opposed to cheating and plagiarism. All submitted materials are expected to be the product of the one's own thought process. If the work of someone else is not properly cited, that is plagiarism. The norms of ISM University of Management and Economics Code of Ethics, including cheating and plagiarism prevention are fully applicable and will be strictly enforced in the course. Academic dishonesty will lead to a report to the ISM Committee of Ethics.

AI literacy is a core competency for modern innovation professionals, and this course treats AI tools as an integral part of the innovation process. Students must comply with the ISM Artificial Intelligence Policy published on the e-learning platform. While working on the case study assignments students may use AI tools to enhance their understanding of the topic and find applicable examples. AI-generated information must be cross-verified with credible sources. AI tools may also be used in working with literature sources or data analysis, as well as to improve the quality of written English, e.g., drafting and refining presentation materials grammar and style. AI-generated content is not considered a reliable academic source and should not be cited as such. The inclusion of AI-generated text in the final submission must be clearly disclosed and critically evaluated. In all cases, students remain fully responsible for the accuracy, originality, and integrity of their submitted work.

RECOMMENDED READING

Huemann, M., Turner, R., (2024). The Handbook of Project Management (Kindle Edition). Routledge. 614 p. ISBN: 978-1032227634.

Davies, A., Lenfle, S., Loch, C.H., Midler, C. (2023). Handbook on Innovation and Project Management. Edward Elgar. 462 p. ISBN: 978-1789901795.

Kerzner, H. (2022). Innovation Project Management: Methods, Case Studies, and Tools for Managing Innovation Projects (2nd ed.). Wiley. 624 p. ISBN: 978-1119931249.

Franklin, M. (2021). Agile Change Management: A Practical Framework for Successful Change Planning and Implementation (2nd ed.). Kogan Page. 304 p. ISBN: 978-1398603141.

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ANNEX

DEGREE LEVEL LEARNING OBJECTIVES

Competency goals and learning objectives for the Master of Business Management
Programs:
Global Leadership and Strategy
Innovation and Technology Management
International Marketing and Management

Competency Goal	Learning Objectives
Students will demonstrate advanced disciplinary knowledge.	LO1.1. Students will demonstrate advanced discipline knowledge through the independent development of a Master's thesis, showing a deep understanding and appropriate application of theories, concepts, and methods relevant to their field of study.
Students will be digitally competent.	LO 2.1. Students will demonstrate digital agility competencies by selecting and applying appropriate tools, platforms or technologies, integrating digital insights into business decision-making, and adapting digital approaches in response to evolving project requirements and contextual changes.
Students will be critical thinkers	LO3.1. Students will be able to define the business problem and develop **innovative solutions**
	LO3.2. Students will be able to demonstrate **critical thinking** in problem solving
Students will be independent learners	LO4.1. Students will become **independent learners** and develop their own comprehension of scientific theories, models, and concepts.
Students will be socially responsible leaders	LO5.1. Students will be able to evaluate past and current practices in their discipline from an ethical perspective.
Students will be effective communicators	LO6.1. Students will develop and deliver a coherent oral presentation
	LO6.2. Students will develop and deliver a coherent written research paper