

INNOVATION PROJECT MANAGEMENT

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

COURSE DESCRIPTION

The course focuses on strategic aspects of implementing innovations through projects. Multiple learning formats are used throughout the course, including lectures, workshops, 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 (No. of LO)	Teaching 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	Research assignments, final exam
CLO2. Research skills. Gain skills how to synthesize theoretical knowledge and undertake a sustained piece of empirical research aiming to identify possibilities for innovation project management.	LO3.2.	Lectures, self-study	Research assignments, final exam
CLO3. Special abilities. Be able to apply process-oriented organizational innovation project management models.	LO3.1.	Lectures, workshops	Research assignments, final exam
CLO4. Social abilities. Display teamwork skills and understand people side of innovation project management.	LO2.1.	Lectures, workshops	Research assignments
CLO5. Personal abilities. Develop personal and professional abilities, critical thinking, and creativity.	LO1.3.	Lectures, self-study	Research assignments, final exam

QUALITY ASSURANCE ISSUES

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 final research project evaluation allowing for student guidance regarding the individual learning progress.

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: <ul style="list-style-type: none"> Standardizing the project planning and control (incl. milestone plan); Establishing project ownership. 	2	--
	3	Organizational innovation project management process. Moving from maturity level 2 to maturity level 3: <ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> Introducing portfolio KPIs; Establishing the portfolio ownership. 	2	--
	5	First research project assignment.	1	--
2	6	Premises for implementing Lean/Agile approach: <ul style="list-style-type: none"> Lean thinking and Lean organization; Emergence of Agile family; Agile/Scrum framework. 	4	--
3	7	First research project status report: presentation and feedback. Second research project assignment.	--	8
4	8	Second research project status report: feedback. Third and fourth research project assignments.	1	--
	9	Continuous improvement of innovation project management process: <ul style="list-style-type: none"> Establishing sustainable Lessons Learned (LL) practices; Incorporating LL into the project management process. 	1	--
	10	Leading innovation project management improvement initiatives in organizations: <ul style="list-style-type: none"> Employing a consulting approach in an organizational setting; How to "practice what you preach"? Lessons learned during the course.	2	--
5	11	Innovation project management improvement plans for organizations. Third research project status report: presentation. Fourth research project status report: peer evaluation (opposition).	--	8
Tutorial			By request	
Final exam				

SELF STUDY AND ASSESSMENT

Type of assignment	Topics	Hours	Evaluation, %
Interim research assignments	7, 8, 11	15	10
Presentation of research results	11	25	15
Opposition	11	15	10
Research project report	1-11	25	15
Written examination	1-11	48	50
Tutorial		2	--
Total:		130	100

INTERIM RESEARCH ASSIGNMENTS (10%). The assignments are evaluated and graded based on interim presentations of gradually updated and enhanced research project report (in PDF format) uploaded timely for the classes 3 and 4. No late delivery is accepted.

PRESENTATION OF RESEARCH RESULTS (15%). The presentation (12 min., using 10-15 slides in PPT or similar format) shall be ready for the class 5 (no advance upload is required) and it shall reflect the major points of the predefined research project report structure.

OPPOSITION (10%). The opposition (6 min., using 2 slides in PPT or similar format) shall be ready for the class 5 (no advance upload is required) and shall be based on the research project evaluation form. The evaluation form shall be uploaded to meet the defined deadline. No late delivery is accepted.

RESEARCH PROJECT REPORT (15%). The report (in PDF format) shall be uploaded for opposition to meet the defined deadline. Following the presentation and opposition, the revised version of the report may be uploaded for grading to meet the defined deadline. No late delivery is accepted. If the updated version is not uploaded, the previous version is used for grading.

WRITTEN EXAMINATION (50%). It is an in-class open-book 120-minutes exercise of solving a business case, related to innovation project work improvement in an organization.

THE FINAL GRADE for the course is calculated as a weighted average of (not rounded) 5 grades defined above. If any of these grades is less than 5 (i.e., a failing grade), it is replaced by 0 when calculating the final grade (the weighted average). The instructor reserves a right to add up to 1 point to the final grade based on the contribution and professionalism exhibited by the student in class.

RE-TAKE. Students who receive a failing final grade shall have the right to re-take the exam during the re-sit week, which will comprise 50% of the final grade.

CHEATING AND PLAGIARISM PREVENTION

Teaching and evaluation methods of the course favour learning and creativity as opposed to cheating. All submitted materials are expected to be the product of the one's own thought process. Information from other sources may be used; however credit must be given by using in-text citations or footnotes. If the work of someone else (whether it is quoted or paraphrased) is not properly cited (or footnoted) in the assignment, that is plagiarism. In cases of cheating and plagiarism, the student(s) will be subject to the consequences outlined in the The Code of Ethics of the university.

RECOMMENDED READING

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.

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