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Информация о владельце:  
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Должность: Ректор  
Дата подписания: 21.05.2025 17:51:47  
Уникальный программный ключ:  
ca953a0120d891083f939673078ef1a989dae18a

**Federal State Autonomous Educational Institution for Higher Education**  
**PEOPLES' FRIENDSHIP UNIVERSITY OF RUSSIA**  
**RUDN University**

**Higher School of Management**

educational division (faculty/institute/academy) as higher education programme developer

## **COURSE SYLLABUS**

**Innovation Management**

course title

**Recommended by the Didactic Council for the Education Field of:**

**38.04.02 Management**

(field of studies / speciality code and title)

**The course instruction is implemented within the professional education programme of higher education:**

**Engineering Management**

higher education programme profile/specialisation title

## 1. COURSE GOAL(s)

### Possible wording

The goal of mastering the *Innovation Management* discipline to build:

- skills of research and assessment of the economic situation at the macro- and microeconomic levels within the interests of making competent managerial decisions in the area of professional competence;
- ability to assess decisions and predict the results of their implementation;
- ability to implement a system of measures meant to improve the efficiency of the management system of economic relations subjects at the level of industries, territorial economic complexes, firms, etc.

## 2. REQUIREMENTS FOR LEARNING OUTCOMES

### Possible wording

The mastering of the *Innovation Management* discipline envisages building the following competencies (parts of competencies) in students:

*Table 2.1. List of competences that students acquire through the course study*

Competence Code	Competence Descriptor	Competence Formation Indicators (within this discipline)
GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	GC-1.1 Analyzes the task and singles out its basic components GC-1.2 Defines and prioritizes the information needed to solve the task GC-1.3 Searches the information to solve the task by various types of queries GC-1.4 Offers solutions to the problem, analyzes the possible consequences of their use GC-1.5 Analyzes the ways of solving problems of worldview, moral and personal nature based on the use of fundamental philosophical ideas and categories in their historical development and socio-cultural context
GC-6	Capability to determine and implement the priorities of his/her own activities and ways to improve it based on self-assessment.	GC-6.1 Controls the amount of time spent on specific activities GC-6.2 Develops tools and time management techniques when performing specific tasks, projects, goals GC-6.3 Analyzes its resources and their limits (personal,

		<p>situational, temporary, etc.) for the successful completion of the task</p> <p>GC-6.4 Allocates tasks for long-, medium- and short-term with justification of relevance and analysis of resources for their implementation</p>
GPC-3.	<p>Capability to make reasonable organizational and managerial decisions independently, evaluate their operational and organizational efficiency, and social significance, ensure their implementation in terms of a complex (cross-cultural) and dynamic environment.</p>	<p>GPC-3.1 Masters the methods of making the best possible management decisions in a dynamic business environment</p> <p>GPC-3.2 Makes reasonable organizational and managerial decisions</p> <p>GPC-3.3 Evaluates the operational and organizational efficiency and social significance of organizational and managerial decisions</p> <p>GPC-3.4 Ensures the implementation of organizational and managerial decisions in a complex (cross-cultural) and dynamic environment</p>
PC-1	<p>Capability to manage the efficiency of an investment project</p>	<p>PC-1.1 Defines the operations and their sequence to implement the investment project</p> <p>PC-1.2 Evaluates operational, estimates human resources and determines the participants in the investment project</p> <p>PC-1.3 Plans the implementation stages of the investment project, ensures the quality and quality control of the investment project implementation</p> <p>PC-1.4 Can work in specialized computer programs for the preparation and implementation of an investment project</p> <p>PC-1.5 Can search the necessary information for the preparation and</p>

		implementation of an investment project PC-1.6 Can identify and assess the degree (level) of an investment project risks and develop measures to manage them
PC-2	Capability to assess the business opportunities of an organization necessary for strategic changes in the organization	PC-2.1 Can identify, analyze and evaluate inconsistencies between the parameters of the current and future organization states PC-2.2 Can present business analysis information in various ways and in various formats for discussion with stakeholders PC-2.3 Apply information technology to the extent necessary for the business analysis goals

### 3.COURSE IN HIGHER EDUCATION PROGRAMME STRUCTURE

The *Innovation Management* discipline is a part of the elective block.

Within the higher education program students also take other disciplines and/or internships that contribute to the achievement of the expected learning outcomes as results of mastering the *Innovation Management* discipline.

*Table 3.1. The list of the higher education program components that contribute to the achievement of the expected learning outcomes as the disciplines results.*

Competence Code	Competence Descriptor	Previous Disciplines/Modules, Practices*	Subsequent Disciplines/Modules, Practices*
GC-1	Ability to perform critical analysis of problematic situations based on the systemic approach and to develop a plan of action	no	Managerial Economy
GC-6	Capability to determine and implement the priorities of his/her own activities and ways to improve it based on self-assessment.		Managerial Economy
GPC-3.	Capability to make reasonable		Managerial Economy

	organizational and managerial decisions independently, evaluate their operational and organizational efficiency, and social significance, ensure their implementation in terms of a complex (cross-cultural) and dynamic environment.		
PC-1	Capability to manage the efficiency of an investment project		Managerial Economy
PC-2	Capability to assess the business opportunities of an organization necessary for strategic changes in the organization		Managerial Economy

#### 4. COURSE WORKLOAD AND ACADEMIC ACTIVITIES

##### Possible wording

The total workload of the discipline is 3 credits.

*Table 4.1. Types of academic activities during the periods of higher education programme mastering (**full-time training**)\**

Type of Educational Work		TOTAL, academic hours.	Semester(s)			
			1	2	3	4
<i>Contact Work, academic hours.</i>		<i>36</i>	<i>36</i>			
Lectures (LC)		18	18			
Laboratory Work (LR)						
Practical/seminar classes (PC)		18	18			
<i>Autonomous Work of students, academic hours.</i>		<i>54</i>	<i>54</i>			
<i>Control (exam /graded credit), academic hours.</i>		<i>18</i>	<i>18</i>			
<b>Total Workload of the discipline</b>	academic hours	<b>108</b>	<b>108</b>			
	credits	<b>3</b>	<b>3</b>			

#### 5. COURSE CONTENTS

*Table 5.1. Course contents and academic activities types*

Name of the Discipline Section	Content of the Section	Type of Educational Work*
<b><u>Subject 1.</u></b> Definition of Innovation.	1. Features of the modern stage of innovation development. Innovation as a management object. Schumpeter's approach to the definition of innovation The "new combinations" issues.	Lecture, self study
<b><u>Subject 2.</u></b> Innovations Classification.	Classification of innovations: by innovation potential, by technical parameters, by content, by place at the enterprise, by reasons of emergence, by the nature of needs satisfaction, by the degree of territorial novelty.	Lecture, self study
<b><u>Subject 3.</u></b> The Essence of Innovation Process.	The Essence of Innovation Process. Formulation of the innovation process concept. Comparative characteristics of innovation and production processes. Factors influencing innovation processes. The innovation process stages. The innovation process periodicity.	Lecture, self study
<b><u>Subject 4.</u></b> The Concept of Innovation Management.	The Concept of Innovation Management. Innovation management in the context of a systematic approach. The management subject in innovation management. Functions of the management subject. The management objects in innovation management. Priority goals of innovation management. Challenges to ensure exogenous harmonization of innovation activities. The correlation of the innovation management discipline with other disciplines.	Lecture, self study
<b><u>Subject 5.</u></b> The Basis of Innovative Management Forms.	The Basis of Innovative Management Forms. Intra-organizational innovation process. Subjects of the innovation process: innovators, early recipients, early majority, late majority and laggards.	Lecture, self study
<b><u>Subject 6.</u></b> Strategic Management as a Management Technology in the Context of Increased Instability of Environmental Factors and their Uncertainty over Time.	Strategic Management as a Management Technology in the Context of Increased Instability of Environmental Factors and their Uncertainty over Time. The formulation of the common goal of the organization. The specifics of the organization's innovation strategy. Formation of the enterprise innovative strategy. A comprehensive plan for innovative goals achievement.	Lecture, self study
<b><u>Subject 7.</u></b> Two Main Types of Enterprise Innovative Strategies.	Two Main Types of Enterprise Innovative Strategies. The main similarities and differences in the management of new and	

	improving technologies. The Technology development and implementation stages.	
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## 6. CLASSROOM EQUIPMENT AND TECHNOLOGY SUPPORT REQUIREMENTS

*Table 6.1. Equipment and technological support of the discipline*

Classroom Type	Equipment of the Classroom	Specialized Educational/Laboratory Equipment, Software and Materials for the Discipline (if necessary)
Lecture Hall	An auditorium for conducting lecture-type classes, equipped with a set of specialized furniture; a board (screen) and technical means of multimedia presentations.	no
Laboratory	A classroom for laboratory work, individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and equipment.	no
Colloquium	A classroom for conducting colloquium-type classes, group and individual consultations, continuous control and midterm certification, equipped with a set of specialized furniture and multimedia presentation equipment.	no
Computer Class	A computer classroom for conducting classes, group and individual consultations, continuous control and midterm assessment, equipped with personal computers (___ pcs.), a blackboard (screen) and multimedia presentation technical means.	no
Autonomous Work of Students	A classroom for independent work of students (can be used for seminars and consultations), equipped with a set of specialized furniture and computers with access to EIEE.	419

\* - the room for autonomous work of students **MUST BE** indicated!

Electronic educational materials used in the teaching process, multimedia presentations, a bank of test tasks, etc. are provided on the Web-local portal.

The following equipment is used for conducting classes:

- classroom whiteboard – 1 pc.;
- multimedia projector – 1 pc.;
- screen – 1 pc.;
- personal computers (laptops, tablets) for practical training.

Description of the classrooms where classes are held

No	Actual address of classrooms and facilities	List of main equipment
1.	Miklukho-Maklay st., 6, room 419	multimedia projector, screen, classroom whiteboard

## 7. RESOURCES RECOMMENDED FOR COURSE STUDY

### a) Main Readings:

1. Innovatsionny menedgment v gosudarstvennoi sfere i biznese [Innovative management in the public sector and business]/edited by V.F.Ukolov. Moscow:RUDN, 2021. — Text : electronic // EBS <https://roslib.rudn.ru/book/innovacionnyj-menedzhment-v-gosudarstvennoj-sfere-i-biznese-uchebnik>

2. Innovatsionny menedgment [Innovative management]: textbook for universities / edited by L. P. Goncharenko. — 2nd ed., reprint. and add. — Moscow : Yurayt Publishing House, 2021. - 487 p. — (Higher education). — ISBN 978-5-9916-7709-7. — Text: electronic // EBS Yurayt [website]. — URL: <https://urait.ru/bcode/469006>

### b) Additional Readings:

3. Taranenko, O. N. Innovatsionny menedgment [Innovation Management]: textbook / O. N. Taranenko, N. V. Borovikova ; North Caucasus Federal University. — Stavropol : North Caucasus Federal University (NCFU), 2015. — 163 p. : ill. — Access: by subscription. — URL: <https://biblioclub.ru/index.php?page=book&id=457752> (accessed: 06/18/2021). — Bibliogr.: pp. 153-154. — Text : electronic.

4. Aktsoraeva, N. G. Innovatsionny menedgment. Upravlenie innovatsionnym razvitiem firmy [Innovative management: management of innovative development of the company]/ N. G. Aktsoraeva, O. S. Grozova ; Volga State Technological University. — Yoshkar-Ola : Volga State Technological University, 2016. — 140 p. : ill. — Access mode: by subscription. — URL: <https://biblioclub.ru/index.php?page=book&id=461547> (accessed: 06/18/2021). — Bibliogr.: pp. 112-113. — ISBN 978-5-8158-1645-9. — Text : electronic.

5. Semiglazov, V. A. Innovatsionny menedgment [Innovative management]: textbook / V. A. Semiglazov ; Tomsk State University of Control Systems and Radioelectronics (TUSUR). — Tomsk : TUSUR, 2016. — 173 p. : ill. — Access: by subscription. — URL: <https://biblioclub.ru/index.php?page=book&id=480950> (accessed: 06/18/2021). — Bibliogr. in the book — Text: electronic.

## 8. ASSESSMENT TOOLKIT AND GRADING SYSTEM\* FOR EVALUATION OF STUDENTS' COMPETENCES LEVEL UPON COURSE COMPLETION

The assessment materials and the grading system\* to evaluate the graduate's level of competences (part of competences) formation as the results of the *Innovation Management* discipline are specified in the Appendix to course syllabus.

\* - The assessment materials and the grading system are formed on the basis of the requirements of the relevant local regulation of RUDN University.

95-100	Excellent A
86-94	Excellent B
69-85	Good C
61-68	Satisfactory D
51-60	Satisfactory E
31-50	Conditionally unsatisfactory FX
0-30	Unsatisfactory F

### DEVELOPERS:

Associate Professor of the  
Applied Economics Department  
Position, educational department

Signature

A.A. Ostrovskaya

Name, surname

### HEAD OF EDUCATIONAL DEPARTMENT:



Deputy Head of the Applied

Economics Department

A.A. Ostrovskaya

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Name of the educational department

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Signature

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Name, surname

**HEAD OF HIGHER EDUCATION PROGRAMME:**

Head of the Applied Economics Department

A.A. Ostrovskaya

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position, department

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name and surname

**Methodological guidelines for students on mastering the discipline (module)**

The implementation of the course provides interactive lectures, practical classes (colloquiums) using multimedia equipment, preparation of autonomous creative projects and their subsequent presentations, testing, group discussions on the subject of the course, modern knowledge control technologies.

While studying the discipline, the student must attend a course of lectures, participate in the number of colloquiums provided by the course syllabus, study autonomously some topics of the course and confirm their knowledge during control activities.

The student's work in lectures consists in clarifying the basics of the discipline, briefly taking notes of the material, and clarifying issues that cause difficulties. The lecture notes are the basic educational material along with the textbooks recommended in the main list of readings.

The teaching of the main part of the lecture material involves usage of multimedia tools that facilitate the comprehension and consolidation of the material. Presentations are available for download from the RUDN website and can be freely used by students for educational purposes.

The student must master all the topics provided for by the educational and thematic plan of the discipline. Individual topics and training issues must be mastered autonomously. The student studies the recommended literature, briefly outlines the material, and clarifies the most difficult questions that require clarification during consultations. The same should be done with sections of the course that were skipped due to various circumstances.

For an in-depth study of the issue, the student should study the literature from the additional readings list and specialized websites. It is also recommended that students communicate in professional community forums.

Students study educational, scientific literature and periodicals on an autonomous basis. They have the opportunity to discuss what they have read with the teachers of the discipline during scheduled consultations, with other students at colloquiums, as well as at lectures, asking the professor questions.

The control of autonomous work is carried out by the professor in charge. Depending on the teaching methodology, the following forms of continuous assessment can be used: a short oral or written survey before the start of classes, tests, control papers, written homework, essays, etc.

**The toolkit for the midterm assessment of students in the discipline (module)** (developed and issued in accordance with the requirements of the "Regulations for the Formation of Assessment Toolkit (FOS)", approved by the Rector's order No. 420 dated 05.05.2016).

The code of the controlled competence or its part	Controlled Discipline Section	Controlled Discipline Topic	Assessment Toolkit (forms of control of mastering the professional program)										Scores Topics	Section Scores
			Classroom Work					Autonomous Work						
			Survey	Test	Colloquium	Control Paper	Discussion	Essay	Homework	Report	Creative Project	Course Paper / project	Exam/Test	
GC-1,GC-6, GPC-3, PC-1,PC-2	Subject 1. Definition of Innovation.	Definition of Innovation. Features of the modern stage of innovation development.					1						1	8
		Innovation as a management object.					4		2				6	
		Schumpeter's approach to the definition of innovation The "new combinations" issues.					1						1	
GC-1,GC-6, GPC-3, PC-1,PC-2	Subject 2. Innovations Classification.	Classification of innovations: by innovation potential, by technical parameters, by content.	4										4	10
		Classification of innovations: by the nature of needs satisfaction, by the degree of territorial novelty.					4						4	
		Classification of innovations: by the nature of needs satisfaction, by the degree of territorial novelty.	2										2	
GC-1,GC-	Subject 3.	The Essence of Innovation Process. Formulation of the innovation process					2						2	6

6, GPC-3, PC-1,PC-2	The Essence of Innovation Process.	concept. Comparative characteristics of innovation and production processes.													
		Factors influencing innovation processes. The innovation process stages. The innovation process periodicity.					4							4	
GC-1,GC-6, GPC-3, PC-1,PC-2	Subject 4. The Concept of Innovation Management.	The Concept of Innovation Management. Innovation management in the context of a systematic approach. The management subject in innovation management.				6	4							10	12
		Functions of the management subject. The management objects in innovation management. Priority goals of innovation management. Challenges to ensure exogenous harmonization of innovation activities. The correlation of the innovation management discipline with other disciplines.	2											2	
GC-1,GC-6, GPC-3, PC-1,PC-2	Subject 5. The Basis of Innovative Management Forms.	The Basis of Innovative Management Forms. Intra-organizational innovation process.					2							2	4
		Subjects of the innovation process: innovators, early recipients, early majority, late majority and laggards.					2							2	
GC-1,GC-6,	Subject 6. Strategic Management as a Management Technology in the	Strategic Management as a Management Technology in the Context of Increased Instability of					2							2	10

GPC-3, PC-1,PC-2	Context of Increased Instability of Environmental Factors and their Uncertainty over Time.	Environmental Factors and their Uncertainty over Time.													
		The formulation of the common goal of the organization. The specifics of the organization's innovation strategy.					4							6	
		Formation of the enterprise innovative strategy. A comprehensive plan for innovative goals achievement.					2							2	
GC-1,GC-6, GPC-3, PC-1,PC-2	Subject 7. Two Main Types of Enterprise Innovative Strategies.	Two Main Types of Enterprise Innovative Strategies. The main similarities and differences in the management of new and improving technologies. The Technology development and implementation stages.					2								2
		Milestone Certification (Control Paper)				20									20
		Exam											30		30
		TOTAL	25	10		20	10		15	10			30		100

**Self-examination and certification tests**

**1. Which of the below listed scientists was engaged in innovation?**

1. Drucker
2. Schumpeter
3. Kondratieff
4. All of them

**2. What kind of factors do hinder the innovation process?**

1. Decentralization, autonomy, formation of target problem groups
2. Normal psychological climate in the workforce
3. Lack of funds to finance innovative projects
4. All of the above

**3. Which of the above prerequisites for innovation are internal?**

1. Potential demand growth
2. Product quality decrease
3. Staff turnover growth
4. Social environment

**4. What are the differences between an innovation project and an investment project?**

1. Higher degree of uncertainty
2. Higher probability of gaining a profit
3. Availability of scientific and technical developments
4. Lower degree of uncertainty

**5. The qualitative criteria of the innovative project selection include**

1. Financial criteria
2. Scientific and technical criteria
3. Assessment of market prospects
4. All of the above

**6. The most important areas of project management decision-making process include**

1. Project selection for their implementation
2. Project selection based on innovation efficiency criteria
3. Project portfolio formation

#### 4. All of the above

This Program has been developed in line with the requirements of the RUDN University Educational Standards.