

# Technology management and transfer

**MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT**

***UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO***

This document can be used as reference documentation of this subject for the application for recognition of credits in other study programmes. For its full effect, it should be stamped by UIMP Student's Office.



## GENERAL DATA

### Brief description

This subject aims to explain the dynamics and fundamentals of innovation processes in companies, as well as the effects it has on their competitiveness in the medium and long term. In this way, students will learn about the strategic importance of innovation, its different facets, the different ways of approaching it and the basic elements for managing this process within organisations. It also details the different mechanisms for protecting the technology. As a complement, the different mechanisms of public funding of business RD&I activities are reviewed and analysed, with practical cases that facilitate the assimilation of the concepts analysed and place the participants in front of the problems and the real context of companies in the face of innovation.

### Name

Technology management and transfer

### Code

102811

### Academic year

2024-25

### Degree

[MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT](#)

### ECTS Credits

1

### Type

ELECTIVE

### Duration

Cuatrimestral

### Language

Spanish/English

# CONTENTS

## Contents

### 1st Session

#### A. Definitions and historical developments

- Innovation system actors
- Definitions of RD&I
- How the innovation system works
- Technological paradigms (incremental and radical innovation)
- Historical perspective on innovation

B. Presentation of the working material needed for the practical group exercise on crowdfunding for entrepreneurship (Block G).

### 2nd Session

#### C. The innovation process in the company

- The current innovative process
- Effects of the innovation process on the company and the economy
- Types of innovation
- Characteristics of the innovative process

#### D. Innovation in business strategy

- Integrating innovation into business strategy

### 3rd session

- Successful strategies for business innovation
- Technological cooperation
- Figures on innovation in Spanish companies

#### E. Financing RD&I for business

- Types of aid

• Ex-ante (Regulation: Framework, National Aid)

### 4th Session

• Ex-post (Regulation: Rules, Allowances, Deductions)

- Support for international technology cooperation
- European and regional aid
- Other mechanisms: Venture capital and equity loans

• Case study: calculating the possible aid volume for an RD&I project

### 5th Session

#### F. Management of the ownership of technological knowledge and its transfer

- Information vs. knowledge
- Characteristics of technological knowledge
- Properties of technological knowledge
- Industrial property instruments
- International commercialisation of technology

### 6th Session

G. Practical crowdfunding exercise: group presentation of the business plans for the proposed

venture.

# COMPETENCES

## Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO6 - To acquire the skills for professional document drafting and reporting in the field of international business.

CO7 - To know the structure and functioning of the organisations and institutions that support companies' internationalisation.

CO8 - To know the main legal and fiscal aspects that directly or indirectly affect business internationalisation processes.

CO13 - To learn to incorporate the concept of sustainability in business and institutional projects, identifying its specific areas of practical application.

CO14 - To learn to incorporate other SDG concepts, which are also relevant for international companies, in their projects, identifying their specific areas of practical application.

## Habilidades

S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.

S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.

S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.

S6 - To manage digital platforms, technological, audiovisual and computer media to search for information and for effective communication of business projects.

S7 - To manage software and statistical programmes for data recording and analysis.

S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.

## **Competencias**

C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.

C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.

C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C4 - To lead the process of designing the international strategy.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals. .

C6 - To lead and develop international business negotiation processes.

# LEARNING PLAN

## Training activities

Type of activity	Hours	% On site
TA1.- Master classes	8	100
TA2.- Practical classes	5	100
TA3.- Individual and group work	15	0
TA4.- Tutorials	2	100
TA5.- Individual student work	20	0

## Teaching methods

The module will be based on analysing and presenting the different theoretical sections with face-to-face classes, supported by the analysis of case studies, audiovisual material and personal discussion with the lecturer on situations in real companies that carry out technological innovation activities. In addition, students will be placed in a simulation process to defend and justify, before potential investors, the robustness and coherence of a future business based on a project that involves a process of technological innovation.

Sessions for the subject:

There will be 6 sessions or classes of 2 hours each, i.e. the course will have a total of 12 teaching hours.

## Learning outcomes

To understand the nature of technological innovation processes: characteristics, conditioning factors and the different existing typologies. and their problems in terms of risk management.

To know how to identify strategic business motivations towards innovation, and analyse and understand the importance of decisions to achieve sustainable competitive advantages and maintain long-term leadership positions, knowing the most current strategic responses that leading companies are developing in the face of the growing globalisation of markets and competition.

To have a solid and well-defined body of conceptual, technical and procedural knowledge of the innovation process, as well as being able to develop and approach, from a general perspective, a short project for a new company based on technological innovation, distinguishing three main sections or modules: technological module, market module and financing module.

To understand the financing schemes for innovative business activities and the public funding opportunities to carry them out. To identify the possibilities of protecting the results obtained in technological innovation processes.

To understand the characteristics and peculiarities of technological knowledge that affect and condition its transfer and distribution at an international level.

To learn about examples and analyse practical cases of companies that are successfully implementing technological innovation strategies.



# EVALUATION

## Evaluation system

Students' final grade in the ordinary exam session will be determined on the basis of three concepts: the formative assessment, the final exam and the student's participation.

1. Formative assessment will account for 25% of the final grade.

The assessment will be carried out through an intermediate group exercise consisting of the presentation of a short business plan to start up a new technology-based company, according to the indications given at the beginning of the course, and a short crowdfunding exercise will be simulated.

2. The final exam will account for 75% of the final grade.

This examination is graded out of a total of 10 marks, which are divided into 20 multiple-choice questions, weighing 80% of the examination mark, and 2 open-ended questions with delimited answer space, accounting for the remaining 20% of the examination grade.

A.- The 20 multiple-choice questions have four possible answers each and all of them have only one correct answer. These questions are marked as follows:

• Correct answers will be awarded 0.5 points each.

• Incorrect answers will lead to a deduction of 0.16 points each.

• Unanswered questions will not count (0 points): they neither contribute to the mark nor incur a penalty.

B.- The 2 open-ended questions will be graded as follows:

• The maximum mark for each question is 5.0 points each.

• Unanswered questions do not count (0 points): neither contribute to the mark nor incur a penalty.

The estimated duration will be a maximum of 45 minutes.

Most of the answers will be derived directly from the documentation provided during the course and/or from the explanations given in class by the lecturer. However, some may require a personal effort of reflection on the part of students and the application of their own judgement.

3. The lecturer may increase or decrease the final grade achieved by up to +/- 10% according to the participation of each student, both quantitatively (number of interventions) and, mainly, qualitatively (timeliness and quality of interventions), as well as the attitude and attention given during the teaching sessions.

In the 2nd and subsequent exam sessions, 100% of the grade will depend exclusively on the exam. The type of examination may be a multiple-choice or essay type, oral, mixed or assignment. The student will be informed of the type(s) of test(s) in good time.



## FACULTY

### Coordinator/s

**Poncela García, María Luisa**

*Licenciada en Ciencias Económicas y Empresariales  
Técnico Comercial y Economista del Estado  
Consejera independiente de diversas empresas  
Talgo, Amper, Idom y otras*

### Lecturers

Professor responsible for the subject