Laurea / B.A.
in Global Governance

Academic Year 2025-2026
Syllabus
Management of Innovation

CFU 6
Corrado Cerruti and Natalia Marzia Gusmerotti

Course Description
The course explains what innovation mean and how companies are managing the innovation process highlighting how innovation can leverage on digital technologies and boost sustainability.
The course will include also a focus on the specificities of innovation related to digital transformation and circular economy.
The innovation management concepts are put in practice with the support of a practice-based innovation management comprehensive model.
This course aims to develop pragmatic and action-oriented analytical skills supported by a mix of innovation management standard framework coupled with illustrative cases and managerial tools.
The objectives of the course are:

- to develop an understanding of the innovation management process;
- to understand and apply the analytical tools and lenses used by managers for moving innovation projects throughout the organization into the market;
- to understand how and why innovation decisions are taken;
- to assess the role of digital transformation as drivers of innovation;
- to understand how sustainability shapes innovation management;
- to recognize and understand the role of systems in sustainable innovation and how they work;
- to critically distinguish transformative innovation from unsustainable practices;
- to understand and apply specific tools and approaches to realize sustainable innovation.

Learning Objectives

Knowledge and Understanding
Know the basics concepts of innovation management and understand the different elements required in order to successfully implement innovation within organization. Know the role of sustainability as driver of innovation and embrace complexity as a part of sustainable innovation.

Applying Knowledge and Understanding
Understand the basics concept of innovation management and sustainable innovation management and follow all the main steps for managing an innovation process through a structured Design Thinking approach.

Making Judgments
Understand how and why the innovation process and the sustainable innovation process are managed and apply judgement in the business cases analysis using a practice-based framework.

Communication Skills
Summarize and present an innovation plan, including sustainability.

Learning Skills
Analysing critically innovation and sustainable innovation projects and discuss the key steps in their implementation path.

Teaching Method
The course employs a blended teaching approach, combining in-person, synchronous sessions with asynchronous digital learning through a dedicated platform that offers a wide range of materials, including videos, transcripts, PowerPoint presentations, readings, and additional resources. It also features interactive in-class activities and a project-based assignment with peer review, all grounded in active and collaborative learning principles aimed at enhancing competencies in systems thinking, critical thinking, and design thinking.

Schedule of Topics

Topic 1	Innovation management approaches
Topic 2	Innovation management tools
Topic 3	Design Thinking
Topic 4	Defining sustainability, regeneration and circularity and embrace complexity
Topic 5	Innovation for sustainability and management
Topic 6	Critical analysis of real business strategies
Topic 7	An overview on Digital Transformation [asynchronous]
Topic 8	Digital Business Processes [asynchronous]
Topic 9	Digital Business Models [asynchronous]
Topic 10	Artificial Intelligence Business Impact [asynchronous]
Topic 11	Sustainable Business Model Innovation [asynchronous]
Topic 12	Tools and approaches for Sustainable Business Model Innovation [asynchronous]
Topic 13	Circular Inputs, Resource Recovery, Product Life Extension [asynchronous]
Topic 14	Sharing Platforms, Product Service System [asynchronous]

Topics 1-3 and 7-10 are taught by Prof. Corrado Cerruti and topics 4-6 and 11-14 are taught by Prof. Natalia Marzia Gusmerotti. The innovation project is jointly managed.

Textbook and Materials
Attending students are required to study the slides, the videos and the selected readings (available on the Rome Tor Vergata e-learning platform)

Non-attending students, in addition to slides, videos and selected readings, have to prepare four chapters of the textbook: J. Tidd, and J. Bessant, *Managing Innovation. Integrating Technological, Market and Organizational Change*, John Wiley & Sons Ltd, 2024 (8th edition), namely

4. Developing an Innovation Strategy
5. Building the Innovative Organization
8. Innovation Networks
9. Decision Making Under Uncertainty

Remark for non-attending students: Earlier editions are also fine as they all report these four chapter with their key elements. The latest edition gives much more emphasis on digital innovation but in case you refer to an earlier edition, the contents on the course platform will allow you to cover this gap.

Assessment
The assessment is looking both at the knowledge of the theoretical models and at the capability to use these models to analyse the business cases.

For attending students, the assessment is based on:

- a written test made of four open questions from the slides and the videos/readings (60% of the final mark)
- a group/individual assignment on innovation for sustainability (40% of the final mark)

For non-attending students, the assessment is based on:

- a written test made of four open questions: three questions from the slides/videos/readings and one question from the textbook (100% of the final mark)
- (optional) a group/ individual assignment on innovation for sustainability (in this case the final mark is based for 60% on the written test and 40% on the assignment).

Office hours
On demand – to be booked by e-mail

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NOTE: If you are an **Erasmus or a non - Global Governance student** who would like to attend one or more courses in the Global Governance programme, please be aware that, **before enrolling in the course**, you should have read the code of conduct and the procedural rules characterizing our programme. We assume that, if you enroll in the course, **you have read and accepted all Global Governance values and rules**. Notice that attendance is required from the very first lesson and you need to attend at least 80% of the course to be considered an attending student.

Description of the methods and criteria for testing learning
The examination assesses the student's overall preparation, ability to integrate the knowledge of the different parts of the program, consequentiality of reasoning, analytical ability and clarity of presentation, in accordance with the Dublin descriptors (1. knowledge and understanding; 2. applying knowledge and understanding; 3. making judgements; 4. learning skills; 5. communication skills).
The examination will be graded according to the following criteria:
Unsuitable: important deficiencies and/or inaccuracies in the knowledge and understanding of the topics; the topics are exposed in an incoherent manner and with inappropriate language.
18-20: barely sufficient knowledge and understanding of most of the topics, with some missing items; sufficient capacity for analysis; the topics are sometimes exposed in an inconsistent manner and with inappropriate/technical language;
21-23: basic knowledge and understanding of most of the topics; ability to analyze and synthesize correctly with sufficiently coherent logical argumentation, with possibly some inaccuracy in the technical language.
24-26: good knowledge and understanding of most of the topics; good analytical and synthetic skills with rigorously expressed arguments, though with possibly a few inaccuracies in the technical language.
27-29: complete knowledge and understanding of the topics; good capacity for analysis and synthesis. Arguments presented in a rigorous manner and with appropriate/technical language, with only minor inaccuracies.
30-30L: very good level of knowledge and thorough understanding of topics. Excellent analytical and synthetic skills and independent judgement. Arguments expressed in an original manner and in appropriate technical language.