TEACHING GUIDE - 2026-2027

Designing Innovation in Teams

UGRA_015137

Departments	Dept. of Operations, Innovation & Data Sciences, Operations, Innovation and Technology Management (OITM)
Teaching Languages	English
ECTS	4
Teacher responsible	Queralt Prat Pubill - queralt.prat@esade.edu

Course Goals

Experience an innovation process

Understand axiological and organizational levers for innovation

Contribute to creating valuable solutions to an innovation challenge.

Learn to develop innovation driven team processes

Previous knowledge

This course is experimentally based, it will require continuous experimentation.

Prerequisits

A willingness to research and experiment.

Teaching methodology

Servicelearning / participatory action research: Students do not create hypothetical projects; they cowork with European non profits on real challenges. Knowledge is generated with stakeholders, not for them, ensuring that theory is constantly validated against social impact goals.

Studiobased design practice:The classroom functions as a design studio. Using tools such as Design thinking framework.

Iterative, peerled reflection: Work cycles through rapid feedback rounds in which peers act as critical stakeholders. Regular reflection sessions cultivate reflexivity, helping teams spot blind spots and strengthen their solutions.

Experiential real stress-testing: Through methodological rigor, participants develop and present solutions that tackle the real challenges confronting social nonprofits.

Description

Course contribution to program

In today's rapidly evolving world, we find ourselves amidst a profound technological revolution, often oblivious to its full extent. The ever-increasing and exponential interplay between science and technology has brought about disruptions that no longer unfold over decades but sooner than expected with far-reaching effects that permeate every aspect of our economy and society. Concurrently, our world bears witness to the self-inflicted calamities of climate crisis, pollution, wars and inequality, further burdening human societies. Consequently, the capacity to envision, generate, and effectively navigate constant innovation has emerged as a fundamental requisite for any manager in this complex landscape.

The development of solutions necessitates the collaborative efforts of motivated individuals who possess the ability to empathize with and uplift the communities they serve. Genuine creativity thrives only when it encompasses the well-being of all, enabling us to aspire towards futures that are characterized by quality, equity, health, compassion, and prosperity.

This course is designed to equip participants with the necessary skills to actively engage in meaningful innovation. By immersing participants in a comprehensive and dynamic process of team and creativity development, the course offers an experiential learning opportunity akin to that of a real organizational setting. Through this immersive experience, participants will gain the tools and knowledge needed to navigate complex challenges and contribute to the creation of inclusive and impactful solutions.

Short description

“Designing Innovation in Teams” provides participants with a comprehensive understanding of the intricate process of innovation, dispelling the common misconception that having an idea, assembling a capable team, setting clear goals, and fostering good intentions and trust are sufficient to cultivate an engaged and innovative workforce.

Contrary to this belief, humans are not mere decision-making systems that obediently adhere to predefined objectives. Instead, they represent complex worlds, capable of collaborative innovation only when specific conditions are met. In this course, we delve into the essence of creative work within the realm of innovation-driven projects, aimed at developing groundbreaking solutions to a significant challenge.

By engaging in a real-world project, participants gain invaluable experience in how to work in teams to innovate, while simultaneously honing their ability to navigate complexities, foster interdisciplinary collaboration, and drive meaningful change. Through hands-on experiences and practical exercises, participants are immersed in the world of innovation, using a human-centric approach that emphasizes empathy, iterative problem-solving,

effective ideation, prototype development, user testing and interdisciplinary collaboration. Course participants gain insights into the importance of empathizing with end-users, identifying unmet needs, and reframing challenges to unlock innovative solutions.
Ultimately, this course empowers participants to wholeheartedly embrace the multifaceted nature of innovation. It equips them with the necessary skills and knowledge to approach innovation challenges with a human-centered mindset, fostering the creation of high-performing teams capable of driving impactful change. By cultivating empathy and understanding for the diverse needs of users and stakeholders, participants gain the ability to uncover novel opportunities that may have previously been overlooked while also emphasizing the importance of the never ending, continuous learning and adaptation requirement in the face of evolving user needs and market dynamics.

Bibliography

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Minnaar, J., & Morree, P. de. (2020). Corporate Rebels.

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value proposition design: how to create products and services customers want.

This bibliography is subject to trimming and updating to incorporate better and more recent references.

Content

#	Topic

#	Topic
1	This course is experiential. We will work on a real challenge through ten highly interactive and group work oriented classes. Session 1.Course introduction. Local challenge presentation, process presentation and group work
2	Session 2. Group cohesion and motivation - Purpose and group challenges.
3	Session 3. Investigation of the challenge (1)
4	Session 4. Investigation of the challenge (2)
5	Session 5. Analysis - User profile and Inspiration. Quiz
6	Session 6. Ideation
7	Session 7. Prototyping Testing - Fieldwork (1)
8	Session 8. Prototyping Testing - Fieldwork (2)
9	Session 9. Presentations
10	Session 10. Wrap-up

Assessment

Tool	Assessment tool	Category	Weight %
Group project	Milestones during the course	Ordinary round	20.00%
Teamwork with companies or other organizations	Community Presentation Feedback	Ordinary round	40.00%
Learning report analysis	Individual Paper	Ordinary round	20.00%
Quizzes/tests	Multiple Choice Questions Exam	Ordinary round	20.00%
Written and/or oral exams	Written Exam	Retake	100.00%

PROGRAMS

AI26S-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26S Year 1 (Optative)

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 2 (Optative)
- BBA20 Year 3 (Optative)
- BBA20 Year 4 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 4 (Optative)
- BBA23 Year 2 (Optative)
- BBA23 Year 3 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 3 (Optative)
- BBA25 Year 1 (Optative)
- BBA25 Year 2 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 1 (Optative)
- DBAI23 Year 3 (Optative)
- DBAI23 Year 2 (Optative)
- DBAI23 Year 4 (Optative)

DBAI25-Double Degree in Business Administration and Business and Artificial Intelligence (Undergraduates: Business)
- DBAI25 Year 4 (Optative)
- DBAI25 Year 2 (Optative)

GMC25-Global Manager Certificate (Undergraduates: Business)
- GMC25 Year 1 (Optative)