**MAKERERE UNIVERSITY**

**MAKERERE UNIVERSITY BUSINESS SCHOOL**

**COURSE OUTLINE**, **AY 2025/26**

***MUBS MISSION:*** *To enable the future of our clients through the creation and provision of knowledge.*

***MUBS VISION:*** *The benchmark for Business and Management Education, Research, and Training in the region.*

**Programme :** Master of Science in Marketing

**Course :** Marketing Innovation & Management

**Course Code :** MKT109

**Facilitators :**

1. Dr Christopher Kusemererwa (+256702499340; [ckusemererwa@mubs.ac.ug](mailto:ckusemererwa@mubs.ac.ug))
2. Mr. Edward Rubanga, (+256752690166; [erubanga@mubs.ac.ug](mailto:erubanga@mubs.ac.ug))

**COURSE DESCRIPTION**

This course provides students with a comprehensive understanding of the concepts, theories, and practical tools required to drive innovation and manage it effectively within a marketing context. It places strong emphasis on product development as a critical component of innovation, covering the entire process from idea generation and concept testing to product launch and market growth. Students will gain practical insights into designing, developing, and refining products that meet customer needs while maintaining a competitive edge. The course also equips students with the skills to anticipate and reduce the high failure rates often associated with product innovation, and to learn from setbacks to improve future outcomes.

By the end of the course, students will be able to assess, adapt, and refine marketing and product development strategies that foster innovation, strengthen competitiveness, and drive sustainable business growth

**COURSE OBJECTIVES**

***The specific objectives of the course are:***

1. To understand the contemporary approaches to innovation and their marketing application.
2. To enable students to understand the value and drivers of innovation success and challenges.
3. To equip students with tools and techniques for innovation projects and processes.
4. To explore the new product development processes and new product decisions.
5. To recognize the new product development models and new product testing techniques.

**LEARNING OUTCOMES**

***By the end of this course, students will be able to;***

1. Have a clear understanding of the various types of innovation and their marketing application.
2. Describe and analyze the drivers of innovation success and how to measure the success of new products launched in the market.
3. Understand new product development processes and new product decisions.
4. Acquire knowledge of how to manage innovation processes and successfully design new products.
5. Explain how to test and introduce new products to the marketplace, and evaluate the factors underlying the success or failure of new products.

**COURSE CONTENT**

| **No.** | **Topic** | **Themes** | **Duration** | **Facilitator** |
| --- | --- | --- | --- | --- |
| 1 | Exploring innovation | * Meaning of Innovation * Types of innovation * Product Innovation * Service Innovation * Business Model Innovation * Process/Technology Innovation * Organizational Innovation * Marketing innovation | 4 hours | Dr. Christopher. K |
| 2 | Classifications of Innovation | By Novelty or Degree change   * Radical innovation * Incremental innovation * Breakthrough Innovation   By market impact   * Sustaining Innovation * Disruptive Innovation * Architectural / Market-Creating Innovation   By sources or scope   * Closed innovation * Open innovation   Open Innovation tools   * Crowd-sourcing * Innovation Contests * Co-Creation with Customers * Strategic Partnerships & Alliances * Corporate Accelerators & Incubators etc.   Choosing the right open innovation tool for different problem sets | 4 hours | Dr. Christopher. K |
| 3 | Executing Innovation | * The innovation process from ideation to retention * The challenges of implementing innovation * The drivers of innovation success * Tools and frameworks to plan and implement Innovation (Blue Ocean strategy, Design Thinking & Business Model Canvas (BMC) | 6 hours | Dr. Christopher. K |
| 5 | Diffusion of Innovation | * Diffusion of Innovations Theory * Authoritative and process-based innovation diffusion | 4 hours | Dr. Christopher. K |
| 6 | Innovation management and NPD | * Product development as a series of decisions * New Product Development Process (NPD) * New products and prosperity | 4 hours | E Rubanga |
| 7 | Market adoption and diffusion | * Innovation diffusion theories (Beacon products, Seasonality in innovation diffusion & The Bass Diffusion Model) * Adopting new products and embracing change (Market adoption theories) | 4 hours | E Rubanga |
| 8 | Considerations when developing an NPD strategy | * Ongoing corporate planning * Ongoing market planning * Ongoing technology management * Opportunity analysis/serendipity | 4 hours | E Rubanga |
| 9 | NPD as a strategy for growth | * Market penetration * Market development * Product development * Diversification * A range of product development opportunities | 4 hours | E Rubanga |
| 10 | Models of new product development | * Departmental-stage models; * Activity-stage models and concurrent engineering; * Cross-functional models (teams); * Decision-stage models; * Conversion-process models; * Response models; * Network models; and * Outsourced | 4 hours | E Rubanga |
| 11 | Techniques used in consumer testing of new products | * Market research and new product development * Concept tests * Test centers * Hall tests/mobile shops * Product-use tests * Trade shows * Monadic tests * Paired comparisons * In-home placement tests * Test panels | 4 hours | E Rubanga |

**MODE OF DELIVERY**

Group discussions, interactive lectures, Case studies, and class presentations. The resources used in teaching will includee-Library, Computers, and LCDs. The learning mode is of a blended format: online and face-to-face.

**MODE OF ASSESSMENT**

The students shall do coursework assessments as well as the final exam. The coursework assessment shall account for 40% of the final exam mark while the final exam shall account for 60%. The pass mark of this course unit is 60%.

**READING LIST**

Bustinza, O.F., Gomes, E., Vendrell-Herrero, F. and Baines, T. (2019), “Product–service innovation and performance: the role of collaborative partnerships and R&D intensity”, *R and D Management*, Vol. 49 No. 1, pp. 33–45, doi: 10.1111/radm.12269.

Cooper, R.G. (2019), “The drivers of success in new-product development”, *Industrial Marketing Management*, Elsevier, Vol. 76 No. July 2018, pp. 36–47, doi: 10.1016/j.indmarman.2018.07.005.

Miraldo, C., Monken, S.F., Motta, L. and Ribeiro, A.F. (2019), “Innovation in health-care companies: a strategy to increase customer service productivity”, *Innovation and Management Review*, Vol. 16 No. 4, pp. 357–374, doi: 10.1108/INMR-04-2019-0041.

Lee, Y. Y., & Falahat, M. (2019). The impact of digitalization and resources on gaining competitive advantage in international markets: Mediating role of marketing, innovation and learning capabilities. Technology Innovation Management Review, 9(11).

Hanaysha, J. R., Al-Shaikh, M. E., Joghee, S., & Alzoubi, H. M. (2022). Impact of innovation capabilities on business sustainability in small and medium enterprises. FIIB Business Review, 11(1), 67-78.