MBA 744 (CRN 16521, 17369): INNOVATION
Spring 2018, Tuesday, 6:30-9:20pm, Bryan 117
University of North Carolina at Greensboro

Professor: Cheryl Nakata, Ph.D.
Email: ccnakata@uncg,edu
Office: Bryan 348
Office Hours: Tuesday, 5:30 -6:15pm and by appointment

Graduate Assistant: Debbie Ocquaye Nortey
Email: daocquay@uncg.edu
Office: Bryan 348
Office Hours: Tuesday, 5:30-6:15pm and by appointment

Course Description

MBA 774 provides understanding about the fundamentals and development of strategies of innovation in organizations. Mindsets, methods, skills, and tools to innovate in organizations are emphasized. The course is designed to provide both knowledge and practice in innovating, so that students are prepared to carry out this process in an existing or new organization, whether for or not for profit. Innovation at its core is inventive and effective problem solving, and best implemented through a constructive mind- and skill-sets. Consequently, the course will cultivate these sets at individual and group levels to enhance the innovation process and outcomes.

Student Learning Objectives (SLOs)

The goals for students of this course are as follows:

1. Understand the nature, variety, and strategies of innovations by organizations
2. Develop mindsets and generative human capacities for awareness, insight, collaboration, creativity, and problem-solving for innovation
3. Apply innovation knowledge and fundamentals to address an organizational opportunity, challenge, or need
4. Acquire skills to identify, conceive, research, design, prototype, test, and strategize an innovation

Attendance & Participation

Attendance is mandatory. Three (3) unexcused absences, which include illnesses, out-of-town trips, and other schedule conflicts, are permitted. Additional absences without prior notification and consent of the instructor will result in a full letter grade penalty for the course. Students should arrive on time and remain throughout the class period. *Early departure constitutes an absence*.

Note that considerable team work will be done in class, such that absences will be detrimental to timely progress of the team innovation project.

In general, participation in class discussions is expected. A grade will be given for participation in class discussions. Participation does not mean mere presence, but refers to *active and thoughtful involvement in class discussions*. Both quality and quantity of comments and insights count.

Grading

Individual Writing Assignments	25%	
Individual Class Participation	15%	
Individual Exam	20%*	
Group Innovation Project	60%	
• Portfolio		20%
• Prototype		20%
• Paper/Presentation		20%
	<u>Total 100%</u>	

*Replaces lowest group grade

Academic Integrity

Consistent with UNCG policy, evidence of academic dishonesty can result in a failing grade in the course and disciplinary review by the University. Cheating on exams and plagiarism are forms of academic dishonesty. Plagiarism includes passing off someone else's works or ideas as your own, or paraphrasing material from a source (e.g. the Internet), without proper acknowledgement and citation. All sources in written work should be properly credited. Details on student conduct can be found at the following website: https://sa.uncg.edu/handbook/student-code-of-conduct-2/

Required Readings

The following four (4) books are required materials for this course, and may be obtained through various sources, including Amazon.

The Designing for Growth Field Book: A Step-by-Step Project Guide by Jeanne Liedtka, Tim Ogilvie, and Rachel Brozenske, Columbia Business School Publishing, 2014

Mindfulness for Creativity: Adapt, Create, and Thrive in a Frantic World by Dr. Danny Penman, Piatkus, 2015

Mindset: The New Psychology of Success by Carol S. Dweck, Ballantine Books, 2016

Character Strengths Matter: How to Live a Full Life by Shannon Polly, Positive Psychology News, 2015

Additional readings will also be assigned as requirements.

Writing Assignments

Assignments should be written thoughtfully, clearly, concisely, and in keeping with rules of standard English. Poor spelling, grammar, syntax, and punctuation will be penalized. Writing assignments turned in late will suffer a grade penalty (see Late Submissions Policy hereafter).

Students will be assigned readings, do exercises based on the readings, and write papers by the specified deadlines. Please put your name, date, and assignment # on each paper. Keep a file copy of each of your written assignments. At the end of the semester, compile all the assignments into a single Word file and submit as a whole. You will receive one grade for the entire compilation. All written assignments are required to be turned in by the specified deadlines.

Other Required Materials

Students will be asked to bring to class specified materials for the group innovation project, such as post-it-notes, markers, and large work sheets for wall display. Groups will have opportunity to decide among members how to procure and bring materials to class.

Late Submission Policy

It is important to complete all assignments specified on time, or bear the consequences in terms of grade penalties.

Late individual submissions will be accepted but with penalty. Each day late for a weekly written assignment will result in a $1/10^{th}$ letter grade penalty on the end-of-term compilation grade. Each day late for the end-of-term compilation will result in a full letter grade penalty on the end-of-term compilation grade.

Late group submissions will be accepted but with penalty. Each day late for a portfolio assignment will result in a $1/10^{th}$ letter grade penalty for the portfolio grade. Each day late for an interim report will result in a $1/10^{rd}$ letter grade penalty for the prototype grade. Each day late for the final portfolio, prototype, presentation/report will result in a full letter grade penalty for each of those requirements.

Students are responsible for notifying the instructor by email of late submission and the exact date/time of submission. Assignments arriving after 6:30pm on the due date will be considered as submitted the following day.

Exam

One exam will be administered toward the end of the semester covering the reading materials, in-class discussions, group project, lectures, and any other content from the course. The exam will be administered only on the date/time posted for the class. No exceptions will be made. Please plan accordingly.

Group Innovation Project

The course is designed to give students hands-on learning through an innovation project for an actual organization. Students will be placed in teams, decide on member roles, and carry out the innovation project. At the end of the semester, students will present to the organization their innovation project in the form of a written plan, presentation slides, prototype, and portfolio.

The aim of the project is to develop an effective and appropriate innovation by cultivating individual and team mindsets/skills as well as strategically executing a design thinking process. Thus both the mental frames and mechanics of innovating will be taught. Time will be devoted in class to work on projects, though considerable meeting time outside of class will be needed as well. Classroom time will be quite active, so if possible dress comfortably to sit on the floor and move about. *On the day of presentation of the project to the client organization, formal business attire by presenters is required.*

Group problems should be brought promptly to the attention of the instructor. To ensure equal contribution, group members will anonymously evaluate one another. The evaluations will be used by the instructor to determine the individual grades for the group project. A member can be removed from a group based on the group contract. There is no recourse, such as an alternative assignment, if a member is removed. That individual will receive a zero for all uncompleted group assignments.

Date	Readings Before Class	Topic	Due by Class Start, 6:30pm
1/9		Course Overview, Innovation & Human Flourishing	
1/16	Polly book, pp.5-14, 192-215, and chapters on your signature strengths	Character Strengths & Innovation	*Written Assignment 1
1/23	Dweck book, ch.1-5	Mindsets & Innovation Groups Formed	*Written Assignment 2 Bring laptop or tablet to class
1/30	Penman book, ch.1-4	Guest Lecture Mindfulness & Innovation	*Written Assignment 3
2/6	Articles by Brown (HBR 2008), Liedtka (2014), SF Opera (HBR 2016)	Design Thinking	*Written Assignment 4
2/13	Liedtka book, pp.6-11	Organization Presentation/Q&A Project Scope & Design Brief	*Written Assignment 5 *Group Prep Org Questions *Project Portfolio: Secondary Research *Materials to Bring: post-it-notes, colored pens, post-it-sheets
2/20	Dweck book, ch. 8 Liedtka book, pp.12-17	Discovery: Inspiration Phase	*Written Assignment 6 *Project Portfolio: Project Scope and Design Brief
2/27	Liedtka book, pp.18-21, 54-56, 60-61	Discovery: Inspiration Phase	*Written Assignment 7 *Project Portfolio: Project Plan, including Primary Research *Materials to Bring: post-it-notes, colored pens, post-it-sheets
3/6		**SPRING BREAK**	
3/13	Penman book, ch. 6 Liedtka book, pp.22, 62-67	Design: Ideation Phase	*Written Assignment 8 *Project Interim Report 1 (Inspiration) * Materials to Bring: post-it-notes, colored pens, post-it-sheets, 100 blue index cards & 100 white index cards
3/20	Liedtka book, pp.24-27, 68-74	Design: Ideation Phase	*Written Assignment 9 *Project Portfolio: Brainstorming Concepts *Materials to Bring: post-it-notes, colored pens, post-it-sheets
3/27	Liedtka book, pp.28-31	Design: Prototype Phase	*Written Assignment 10 *Project Interim Report 2 (Ideation) *Project Portfolio: Concept Development & Selection *Materials to Bring: post-it-notes, colored pens, post-it-sheets & any for rapid prototyping
4/3	Penman book, ch. 7	Design: Prototype Phase	*Written Assignment 11 *Project Portfolio: Complete Initial Prototype *Material to Bring: post-it-notes, colored pens, post-it-sheets, & any for rapid prototyping
4/10	Liedtka book, pp. 32-37	Deliver: Test & Launch Phase	*Written Assignment 12 *Project Interim Report 3 (Prototype) *Project Portfolio: Complete initial launch tests w/ stakeholders and report results *Material to Bring: post-it-notes, colored pens, post-it-sheets
4/17		**PRESENTATIONS**	*Project Portfolio: Complete on-ramp plan & entire portfolio, with exec summary, TOC, etc. *Project Presentation Slides *Project Paper & Final Prototype *Written Assignment Compilation
4/24		**EXAM**	

Bring Liedtka book to each class starting 2/6