MBA 717 (CRN 80568): INNOVATION
Fall 2018, Monday, 2:00-4:50pm, Bryan 206
University of North Carolina at Greensboro

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Office Hours: Monday, 5:00-5:45pm and by appointment

Course Description

MBA 717 provides understanding about the fundamentals and 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 constructive mind- and skill-sets. Consequently, the course will cultivate these capacities 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. Two (2) 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 during class, such that absences will be detrimental to timely progress of the team innovation project. Teams are expected to use the time provided to work on their projects.

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

Writing Assignments	15%	
Individual Class Participation	10%	
Midterm Exam	10%	
Final Exam	15%	
Group Innovation Project	50%	
• Primary Research		10%
• Portfolio		20%
• Prototype		10%
• Presentation		10%

Total   100%

The course grading scale is below:

A = 94-100%, A- = 90-93%, B+ = 87-89%, B = 84-86%, B- = 80- 83%, C+ = 77-79%, C = 74-76%, F = 73% or below

Bonus Points. Team leaders are responsible for organizing and communicating on the team project, not doing all the work. They are also responsible for correctly posting all team assignments by due dates on Canvas. They automatically get 3 points after all points are tallied to determine their course grade.

All students are encouraged to complete the course evaluation by the university deadline. Students completing the course evaluation and posting on Canvas the email acknowledgment of evaluation completion will receive 1 point after all points are tallied to determine their course grade.

Grades are not negotiable under any circumstances.

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 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, format for readability, and submit as a whole. You will receive one grade at that time 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 – PLEASE READ CAREFULLY

It is important to complete all assignments specified on time, or bear the consequences in terms of grade penalties. Failure to submit assignments on Canvas per the deadline due to technical difficulties *or not being aware of submission failure or the deadline is the full and complete responsibility of the student.* It is advised NOT to submit at the very last minute before the deadline in the event of a technical failure on Canvas, your computer, or the Internet. *Always double check* that you have submitted the correct file on time to the proper Canvas folder by the specified deadline.

Late individual submissions will be accepted but with penalty. E<u>ach</u> day late for an individual written assignment will result in a 1/3rd letter grade penalty on the end-of-term written compilation grade. *Non-submission of any of the written assignments will result in a zero or failing grade on the final written compilation*. Each day late for the end-of-term compilation will result in a full letter grade penalty.

Late group submissions will be accepted but with significant penalty. Each day late for a portfolio assignment will result in a full letter grade penalty for the portfolio grade. Each day late for the final portfolio, prototype, or presentation submission will result in a full letter grade penalty for *all members of the team. Under no circumstances will a team leader's failure to submit the correct file by the deadline result in a pass for the rest of the team. Again, it is advised not to wait to very last minute before the deadline to submit in the event of a technical failure on Canvas, your computer, or the Internet. <u>Always double check</u> that you have submitted the correct file on time to the proper Canvas folder by the specified deadline.*

Assignments arriving after 2:00pm on the due date will be automatically considered as submitted the following day.

Exams

Two exams will be administered covering the reading materials, in-class discussions, group project, lectures, and any other content from the course. *The exams will be administered only on the date/time posted for the class. <u>No exceptions will be made</u>.* Please plan accordingly. If these dates do not work for

you due to a schedule conflict, you are advised to enroll in another course. *The final exam is comprehensive of the entire course.*

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 portfolio (report), presentation, and prototype.

The aim of the project is to develop an effective and appropriate innovation by cultivating individual and team mindsets and skills (called Human Flourishing) as well as strategically learning and executing the innovation process (called Design Thinking). Thus both the mental frames and tasks 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. *On the day of presentation, formal business attire 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, both on the design thinking tasks as well as human flourishing skills. The evaluations will be used by the instructor to determine the individual grades for the group project. No member of a team can earn more than the group grade, but an individual member can receive one or more letter grades below that of the team. 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 group assignments.

All group assignments must be submitted <u>both</u> in the assignment folder as well as the Turnitin folder by the due date.

Course Schedule (subject to change, 8/20/18)

Date (Session #)	Readings Before Class	Topic	Due by Class Start, 2:00pm
8/20 (S1)		-Course Overview -Teams & Contracts -Innovation	
8/27 (S2)	-Brown (HBR 2008) -Liedtka (2014) -SF Opera (HBR 2016)	-Project Consultation -Design Thinking -Human Flourishing	*Innovation Project Ideas Due
9/3		**HOLIDAY**	
9/10 (S3)	-Polly book, pp.5-14, 192-215, and chapters on your signature strengths -Liedtka book, pp.6-17	-Character Strengths & Innovation -Project Scope & Design Brief	*Written Assignment 1 *Project Portfolio: Secondary Research *Materials to Bring: post-it-notes, colored pens, post-it-sheets
9/17 (S4)	-Dweck book, ch.1-5	-Mindsets & Innovation -Discover: Primary Research	*Written Assignment 2 *Bring laptop or tablet to class *Project Portfolio: Project Scope and Design Brief
9/24 (S5)	-Penman book, ch.1-4 -Liedtka book, pp.18-21	-Guest Lecture (Tentative) -Mindfulness & Innovation	*Written Assignment 3 *Project Portfolio: Primary Research Plan
10/1 (S6)	-Penman book, ch. 5	**MIDTERM EXAM** -In Class Design Thinking Case	*Written Assignment 4
10/8		**FALL BREAK**	
10/15 (S7)	Liedtka book, pp.54-56, 60-61	-Discover: Mind Mapping & Journey Mapping	*Project Portfolio: Primary Research *Materials to Bring: post-it-notes, colored pens, post-it-sheets
10/22 (S8)	Dweck book, ch. 8 Liedtka book, pp.22, 24-27, 62-74	-Design: Ideating & Napkin Pitches	*Written Assignment 5 * Materials to Bring: post-it-notes, colored pens, post-it-sheets
10/29 (S9)	Penman book, ch. 6 Liedtka book, pp.28-31	-Design: Prototyping	*Written Assignment 6 *Project Portfolio: Concepts & Napkin Pitches *Materials to Bring: post-it-notes, colored pens, post-it-sheets & any for rapid prototyping *Tastings
11/5 (S10)	Liedtka book, pp. 32-37	-Deliver: Testing & Iterating	*Written Assignment 7 *Material to Bring: post-it-notes, colored pens, post-it-sheets, & any for iterative prototyping
11/12 (S11)		-Deliver: Synthesizing	*Written Assignment 8 *Project Portfolio: Prototypes *Material to Bring: post-it-notes, colored pens, post-it-sheets *Tastings
11/19 (S12)		**DRAFT PRESENTATIONS** -Innovation Project Synthesis	*Bring laptops and any materials needed for synthesizing or assembling portfolio, presentation, and prototype
11/26 (S13)		**FINAL PRESENTATIONS**	*Project Portfolio: Includes implementation & benefits plan, exec summary, table of contents *Project Presentation Slides *Written Assignment Compilation
12/3 (S14)		**FINAL EXAM**	