

**MBA 717 (CRN 10343): INNOVATION**  
**Spring 2019, Thursday, 6:30 – 9:20pm, Bryan 204**  
**University of North Carolina at Greensboro**

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Office Hours: Thursday, 5:30-6:15pm 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 and effective 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%
<u>Total</u> 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/>

## Health and Wellness

Your health impacts your learning. Throughout your time in college, you may experience a range of health issues that can cause barriers to your learning. These might include physical ailments, illnesses, strained relationships, anxiety, high levels of stress, alcohol/drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may be experiencing. You can learn about the free, confidential mental health services available on campus by calling 336-334-5874, visiting the website at <https://shs.uncg.edu/> or visiting the Anna M. Gove Student Health Center at 107 Gray Drive. Help is always available.

## Academic Accommodations

The University of North Carolina at Greensboro respects and welcomes students of all backgrounds and abilities. If you feel you will encounter any barriers to full participation in this course due to the impact of a disability, please contact the Office of Accessibility Resources and Services (OARS). The OARS staff can meet with you to discuss the barriers you are experiencing and explain the eligibility process for establishing academic accommodations. You can learn more about OARS by visiting their website at <https://ods.uncg.edu/> or by calling [336-334-544](tel:336-334-544) or visiting them in Suite 215, EUC.

## **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 and properly submit 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 the deadline or a submission failure 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. *Always double check the syllabus for due dates.*

Late individual submissions will be accepted but with penalty. Each 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 team 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 failure by a team leader (or another member given this responsibility) 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. Always double check that you have submitted the correct file on time to the proper Canvas folder by the specified deadline.

Assignments submitted after 6:30pm on the due date will be automatically considered as submitted one day late. Assignments submitted after 6:30pm the day after will be considered as submitted two days late, and so on.

## **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. No exceptions will be made.* 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.*

## **Team 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 applying 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 the final presentation, formal business attire is required. Points will be deducted for business casual or casual attire.*

Teams are self-managed and are therefore empowered to make critical decisions. To ensure equal contribution, team members will anonymously evaluate one another on all key parts of the project. 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 can receive one or more letter grades below that of the team. *A member can be removed from a team by violating terms of the team 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.

Team conflicts will arise and must be carefully managed by the team. Teams should identify and address issues early in the project, particularly non- or low-contributing or uncooperative members, to avoid suboptimal project results. *Two discussions at least one week apart must take place with such individuals in order to provide opportunity for corrective action.* If the issue remains thereafter, the team may by

unanimous vote elect to remove the member. This does not require approval by the instructor. *Removal must occur at least two weeks prior to the draft presentation.*

Self-awareness and -regulation (emotional, psychological, behavioral) are cultivated through the human flourishing mindsets and skills taught in this course. Correspondingly so are the abilities to recognize perceptions others have about you and adjust your actions to increase productive collaboration. Learning and adaptation are critical for innovation. While perceptions others have of you may seem unfair, the practical reality is that perceptions dominate organizational life. In this course, because team members provide anonymous grade input, those perceptions can affect your grades.

The opportunity is to understand and accept that reality while changing your own and others' perceptions so that a collective goal, i.e. a successful innovation, can be achieved. No successful innovation is conceived, developed, and implemented by a single individual. It is always a team effort. It is therefore highly advised upon receiving negative feedback to constructively consider it with a growth mindset and personal resilience, and then move deliberately and quickly toward improving personal and interpersonal communications, quality and quantity of work, and attitudes towards the team and its members. In business, it all comes down to how you are perceived as working well (or not) with others. Even entrepreneurs are subject to the fact of being judged.

*All **team** assignments must be submitted **both** in the assignment folder as well as the Turnitin folder **by the due date.***

**Course Schedule (subject to change, 1/17/19)**

<b>Date (Session #)</b>	<b>Readings/Viewings Before Class</b>	<b>Topic</b>	<b>Due/Bring to Class at 6:30pm</b>
1/17 (S1)		-Course Overview -Innovation	
1/24 (S2)	-Brown (HBR 2008) -Liedtka Video ( <a href="https://www.youtube.com/watch?v=_gxBBVDzQOS&amp;feature=youtu.be">https://www.youtube.com/watch?v=_gxBBVDzQOS&amp;feature=youtu.be</a> )	-Design Thinking -Human Flourishing Innovation -Project Overview -Team Contracts & Plans	
1/31 (S3)	-Polly book, pp.5-14, 192-215, and chapters on your signature strengths -Liedtka book, pp.6-17	-Character Strengths & Innovation -Project Tools, Scope & Design Brief	*Written Assignment 1 *Team Contracts & Plans *Project Portfolio: Secondary Research -Materials to Bring: post-it-notes, colored pens, post-it-sheets
2/7 (S4)	-Innovation Case -Dweck book, ch.1-5 -Liedtka book, pp.18-21 -Kelley Video ( <a href="https://www.youtube.com/watch?v=XrpAveg7Zlg&amp;list=PLwrrOM56UBo9_i3oumgpEK85uZGmynrRA">https://www.youtube.com/watch?v=XrpAveg7Zlg&amp;list=PLwrrOM56UBo9_i3oumgpEK85uZGmynrRA</a> )	-Mindsets & Innovation -Innovation Case -Discover: Primary Research	*Written Assignment 2 -Bring individual answers to class on Innovation Case questions *Project Portfolio: Project Scope & Design Brief -Bring laptop or tablet to class
2/14		<b>IN-CLASS PROJECT INTERVIEWS</b>	-Interview Questions *Project Portfolio: Primary Research Plan
2/21		<b>MIDTERM EXAM</b>	
2/28 (S5 & 6)	-Penman book, ch.1-4	-Mindfulness & Innovation -In Class Innovation Exercise -Guest Speaker (Tentative)	*Written Assignment 3
3/7		<b>SPRING BREAK</b>	
3/14 (S7)	-Penman book, ch. 5 -Liedtka book, pp.54-56, 60-61	-Discover: Mind Mapping & Journey Mapping	*Written Assignment 4 *Project Portfolio: Primary Research -Materials to Bring: post-it-notes, colored pens, post-it-sheets
3/21 (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
3/28 (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
4/4 (S10)	Liedtka book, pp. 32-37	-Deliver: Testing, Iterating, Synthesizing	*Written Assignment 7 -Material to Bring: post-it-notes, colored pens, post-it-sheets, & any for iterative prototyping -Tastings
4/11 (S11)		<b>TEAM SYNTHESIZING SESSION</b>	*Written Assignment 8 -Bring laptops and any materials needed for synthesizing or assembling portfolio, presentation, and prototype
4/18 (S12)		<b>DRAFT PRESENTATIONS</b>	*Final Written Assignment Compilation *Draft Project Presentation -Bring flash of powerpoint presentation

4/25 (S13)		<b>FINAL PRESENTATIONS</b>	*Final Project Presentation *Project Portfolio: Prototypes *Project Portfolio: Includes implementation plan, exec summary, table of contents
5/2 (S14)		<b>READING DAY</b>	*Course eval confirmation due 5/7, 11:59pm
5/9		<b>FINAL EXAM 7:00 – 10:00PM</b>	

**\*Due and posted on Canvas by 6:30pm; see penalty for late submission in syllabus. All Team/Project Portfolio submissions must be turned into both the regular folder and Turnitin folder.**