MBA 717 (CRN 11502): INNOVATION
Fall 2021, Tuesday, 2:00-4:50pm, Bryan 204
University of North Carolina at Greensboro

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Email: ccnakata@uncg.edu                     Office Hours: 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. Explain the nature, variety, and strategies of innovations by organizations
2. Formulate 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. Propose an innovation by framing, conceiving, researching (primary and secondary), designing, prototyping, testing, refining, and planning implementation of a solution to a complex problem

Attendance & Participation

Three (3) unexcused absences, which include illnesses, out-of-town business trips, and other schedule conflicts, are permitted. Each additional absence without prior notification and consent of the instructor will result in a 10-point deduction from the total course score at the end of the term. Students should be in class at the start time and remain throughout the class period. Late arrival or early departure constitutes an absence. Students are encouraged to attend all sessions, and the participation grade will be lower with absences than without.

Per UNCG Covid guidelines, all students are required to be masked at all times when in the classroom regardless of vaccination status, and masked in indoor public areas such as hallways and restrooms if not fully vaccinated. Students in need of water or the restroom are to raise hands to request this if the class is not on break.

Note that considerable team work will be done during class, such that absences are detrimental to timely and effective progress of the team innovation project. Teams are expected to use the class time provided to work on their projects. Significant time is also required outside of class, so plan accordingly. If you anticipate that the required assignments for this course, including team meetings, conflict with your work obligations, please plan on taking the course another semester. Due dates, exams, and absence policy will not be negotiated in fairness to other students. In general, participation in class discussions is expected. A score will be given for participation in class discussions. Participation does not mean mere presence, but refers to active and thoughtful contributions to all class exercises and discussions. Both quality and quantity of comments and insights count.
Grading

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Discussion Board Assignments</td>
<td>12%</td>
</tr>
<tr>
<td>Individual Writing Assignments</td>
<td>12%</td>
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<tr>
<td>Individual Class Participation</td>
<td>12%</td>
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<tr>
<td>Final Exam</td>
<td>24%</td>
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<tr>
<td>Group Innovation Project</td>
<td>40%</td>
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<tr>
<td>• Portfolio &amp; Prototype</td>
<td>25%</td>
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<tr>
<td>• Presentation</td>
<td>15%</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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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

Grades, points, assignments, and due dates are not negotiable under any circumstances. Feedback provided on your work—from your team and the instructor—is intended to be constructively used for improvement. Please apply a growth mindset to all of your efforts in this course to maximize transformative learning. This is NOT a memorize-and-regurgitate-for-a-grade course; it is focused on acquiring deep skills, mindsets, and methods to prepare you to solve innovatively any difficult problem you confront.

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 or assignments, including hiring a service to write your assignments, as well as 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 through formal citations. If unclear about what constitutes plagiarism, please ask the instructor prior to submission of work. Details on expected student conduct can be found as a file from the Office of Student Rights and Responsibilities on the following drive:

https://drive.google.com/file/d/0B0rFGGhJvbDHUExSZmFFaWFmb00/view?resourcekey=0-j827WLPLenwgX_Pj_dCz9Q

Health and Wellness

Health and well-being impact learning and academic success. Throughout your time in the university, you may experience a range of concerns that can cause barriers to your academic success. These might include illnesses, strained relationships, anxiety, high levels of stress, alcohol or drug problems, feeling down, or loss of motivation. Student Health Services and The Counseling Center can help with these or other issues you may experience. 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. For undergraduate or graduate students in recovery from alcohol and other drug addiction, The Spartan Recovery Program (SRP) offers recovery support services. You can learn more about recovery and recovery support services by visiting https://shs.uncg.edu/srp or reaching out to recovery@uncg.edu.

Academic Accommodations

UNCG 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 or visiting them in Suite 215, EUC.

**Required Readings**

The following three (3) books are required for this course, and may be obtained through various sources, including Amazon. Books are not available through the UNCG bookstore.

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


Additional required readings, videos, and websites will also be assigned and posted on Canvas.

**Other Required Materials**

Students are to bring materials to class for class exercises and the team project, such as post-it-notes and markers. Also students are to use Jamboard for some in-class team work. Jamboard is free as part of the Google/Gmail suite. Also students are to bring a laptop or tablet to class each session to complete in-class activities.

**Discussion Board Assignments**

Students will post completed assignments on the Canvas discussion board and respond to other students’ postings. For weeks with discussion board assignments, the assignment must be posted by the due date and time noted on Canvas, and at least one response to other students’ submissions by the due date and time noted on Canvas. Each assignment (submission and response) is graded. These assignments will open about a week before they are due to coincide with course content and maximize learning.

Responses to other students’ work cannot be made before submitting one’s own work. Late submissions and postings will be accepted but with significant point deductions (see Late Submission Policy hereafter). Clear, concise, well structured, substantive and focused responses to the assignment questions are valued over long, vague, meandering comments or comments that merely affirm what other students have already written.

**Individual Writing Assignments**

Students will be assigned readings, do exercises based on the readings, and write papers by the specified deadlines. Please put your name on each paper. All written assignments are required to be submitted to Canvas by the specified deadlines. Written assignments will be open about a week before they are due; these assignments are not intended to be done in well in advance in order to correspond with in-class content.

Assignments should be written thoughtfully, clearly, concisely, logically, and in a well structured manner, and in keeping with rules of standard English and effective business writing. Poor spelling, grammar, syntax, and punctuation, and disorganized, vague, superficial or hard-to-comprehend writing or not following instructions will have points deducted. Late submissions will be accepted but with significant point deductions (see Late Submissions Policy hereafter).
All Canvas submitted individual assignments are automatically scanned for plagiarism via Turnitin. Students are advised to submit assignments in advance of the deadline, determine if there is plagiarism, correct any issues, and resubmit by the deadline. **Plagiarism on the submission for grading will result in an automatic zero on the assignment.**

**Late, Non- or Plagiarized Submission Policy – PLEASE READ CAREFULLY**

It is important to complete and properly submit all assignments specified on time. Failure to submit assignments on Canvas per the deadline due to technical difficulties, not being aware of or having forgotten the deadline, or needing to address a plagiarism issue 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. All assignments are submitted through Canvas unless specified otherwise. **No email submissions to the instructor will be accepted as a substitute for Canvas submissions.**

Late individual and team submissions will be accepted but with penalty. **Each day late for an individual written assignment will result in an 11 point grade deduction. Non-submission or plagiarism in a written assignment will result in a zero.** The assignment is considered a day late if it is submitted on the due date but **after** the time deadline. For example an assignment due by the time deadline of 2:00pm would be considered a day late if submitted at 2:15pm that day, two days late if submitted the following day at 2:15pm, and so on.

Late team submissions will be accepted but with significant point deductions. Each day late for the portfolio, prototype, or presentation will result in an 11-point deduction for all members of the team.

**Under no circumstances will failure by a team leader 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 the 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.

**All team assignments must be submitted first on the Turnitin folder to check for plagiarism, and submitted second on the regular assignment folder once any plagiarism issues are removed by the due date/time. Plagiarism on the final submission will result in an automatic zero on the assignment. Failure to submit a team assignment by the deadline in the Turnitin folder will result in a 10-point penalty.**

**Ethics Policies**

By enrolling in this course, students have agreed to abide by its ethics policies, including not cheating on exams or assignments; producing original work for this course; crediting information sources through formal citation (i.e. not plagiarizing); not copying, screen capturing or taking photos of lecture materials and sharing with individuals, websites, or organizations; and taking the final exam independent of any aids or devices besides those prescribed as well as not copying the exam or obtaining prior ones. Abiding by the policies also means accepting the consequences of violation, which can lead to course failure, disciplinary procedures, and legal actions.

**Exam**

A final exam will be administered covering all the reading materials, in-class exercises and discussions, group project, lectures, and any other content from the start of the course. **THE EXAM WILL BE ADMINISTERED ONLY ONCE ON THE DATE/TIME POSTED FOR THE CLASS, NO EXCEPTIONS WILL BE MADE.** The date/time is determined by the MBA office to remove conflicting exam times. Please plan accordingly. If the date does not work for you due to a schedule conflict, you are advised to enroll
another term. The final exam is comprehensive of the entire course and all its contents. It is closed book, notes, and Internet.

**Team Innovation Project**

The course is designed to give students hands-on learning through an actual innovation project. Students will be in teams, decide on member roles, and carry out the innovation project. At the end of the semester, students will present their innovation project in the form of a written portfolio (report), presentation, and prototype to a live audience of managers and other invited guests.

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 methods of innovating will be taught. Time will be devoted in class to work on projects, though more time will be spent outside of class. On the day of the presentation, formal business attire is required or points are deducted.

Leadership of the team will rotate so every member has a chance to lead. The leadership roles*, indicated on your team contract, are below:

Leader 1: Design brief and research  
Leader 2: Concepts and napkin pitches  
Leader 3: Prototypes and presentation  
Leader 4: Portfolio

*If your team has three members, Leader 2 should take responsibilities for concepts, napkin pitches and presentation, while Leader 3 has responsibility for the prototypes and portfolio.

To ensure equal contribution, team members will anonymously and confidentially evaluate one another on deliverables. 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. Team and individual grades for the project will be released after all team assignments and member evaluations are submitted to avoid affecting team members’ anonymous, confidential input.

Team are self-managed and -empowered. Conflicts may arise and must be managed. Teams should identify and address issues early in the project, including from a low-contributing, uncooperative member and/or domineering individual not open to input. If the issues remain, the team may by unanimous vote remove the member. This does not require approval by the instructor. **The instructor must be notified at the point of removal.** Removal results in failure on the remaining team assignments to be submitted, with no substitute assignments provided.

**Why Did I Get a Lower Grade than the Team?**

Students may receive lower grades than the team grade. This happens when the confidential team feedback indicates those individuals contributed less to the team assignment, such as by failing to fulfill commitments, turning in their work late, being a no-show for meetings, submitting work that had to be re-done by others, and/or having a negative or apathetic attitude towards the project or others in the team. The team contract describes expectations of each member, and as signed by all members is binding.

Note that if the arrangement is made that members will contribute less to certain parts of the project and more to others, with the understanding that contributions are equal for the project overall, then the confidential input should indicate that arrangement and how well each person fulfilled it.
The instructor will not share the confidential team input to students who are downgraded in order to maintain anonymity of the feedback. The grades, as with all others in this course, are not subject to negotiation or change. It is best throughout the course to maintain cooperative, engaged, conscientious, and growth-minded attitude and actions on the project.

**Why is Written and Presentation Excellence Emphasized?**

In this course, students are expected to write all assignments well and present the final project very professionally. The standards for quality business writing are direct, concise, clear, logical, persuasive, and organized sentences and paragraphs in alignment with the assignment instructions, along with observing rules of grammar, syntax, punctuation, and consistent formatting and correct citation of sources. Meandering sentences, confusing or contradictory writing; vague statements forcing the reader to infer meaning; insufficient support for assertions or over generalizations; unreadable photos of handwriting or figures; or ignoring instructions will result in point deductions. Writing that makes the reader work hard to infer and understand meaning is poor writing not well received by managers.

If you or your team is unclear about instructions for an assignment, please speak with the instructor for clarification before the due date. If you are having trouble with writing, please go to the UNCG Writing Center for assistance.

The standards for highly professional presentations are very similar to writing, but in addition presenters need to be audible, engaging, and stay within time limits. Meandering discourse will be penalized. Slides must be readable, uncluttered, interesting, informative, and communicate quickly. They must in addition be sufficiently detailed that the audience sees your work is based on rigorous thinking and research along with imagination and effort.

Quality writing and presentation are emphasized because they are often the only means by which ideas, including innovation solutions, are conveyed to decision-makers in organizations, hopefully persuading them of the merit of the work done and adoption of the proposed solution. If an innovation is fantastic but can’t be understood by the executives reading the report or watching the presentation, then it is unlikely to be considered and implemented. Written and verbal communications are consistently ranked in national surveys as the top skills sought by employers, along with problem solving and the ability to work in teams. The aspiration is for organizations to adopt and implement innovations proposed by teams.
### COURSE SCHEDULE

(Subject to Change, 8/17/2021)

**Bring items noted in prep for class on specified days for in-class work; always bring laptop, paper, pencil, printed lecture handouts**

<table>
<thead>
<tr>
<th>Week (Unit)</th>
<th>Topics</th>
<th>Assignments (Post on Canvas)</th>
<th>Prepare for Class or Assignments</th>
</tr>
</thead>
</table>
| 8/17 Unit 1 | Innovation  
*Course Overview  
*Innovation Key Questions (O1) | -Student Info document (Tues 8/17 during class)  
-Ethics Acknowledgement (Tues 8/17, 11:59pm) | -Read Ethics Acknowledgment |
| 8/24 Unit 2 | Innovation Strategies  
*Business & Innovation Strategies (O1)  
*Creating an Innovation Strategy (O1)  
*Crisis Innovation Strategy (O1) | -DB1 Submission (Tues 8/31, 2pm)  
-DB1 Response (Fri 9/3, 2pm) | -Read Pisano (2015) and Lyman (2020) |
| 8/31 Unit 3 | Innovation Globalization  
*Globalization of Innovation (O1)  
*Base of the Pyramid Innovation (O1)  
*Fragile Innovation (O1)  
*Reverse Innovation (O1) | -DB2 Submission (Tues 9/7, 2pm)  
-DB2 Response (Fri 9/10, 2pm) | -Read Winter (2015) and Nakata (2012) |
| 9/7 Unit 4 | Innovation Forms  
*Service & Product Innovation (O1)  
*Open & Closed Innovation (O1) | -WA1 Submission (Tues 9/28 2pm) | -Read Berry (2006) |
| 9/14 Unit 5 | Innovation Methods  
*Stage-Gate (O1)  
*Design Thinking (O1) | -Individual Survey (Tues 9/14, 2pm) | -Read Cooper (1990), Liedtka (2019), Nakata (2020a)  
Bring coffee filters |
| 9/21 Unit 6 | Human Flourishing Innovation (HFI)  
*The Approach (O1)  
*Design Thinking (O1)  
*Character Strengths & Innovation (O2) | -DB3 Submission (Tues 9/21, 2pm)  
-DB3 Response (Fri 9/24, 2pm)  
-VIA Strengths Survey (Tues 9/21, 2pm) | -Watch Liedtka video and take notes  
(https://www.youtube.com/watch?v=gXBBVd3QO8&t=1s)  
Bring your VIA results and Liedtka video notes  
Bring materials e.g. plastic cups, foil, markers, playdoh, legos, cardboard, etc. |
| 9/28 Unit 7 | HFI Application: Project & Discover Phase  
*Project, Deliverables, and Teams  
*Discover through Research (O2,3,4) | -WA1 Submission (Tues 9/28 2pm) | -Read Polly book, pp.5-14, 192-215, and chapters on your signature (top 5) strengths  
-Read and prepare Innovation Case  
-Watch Ethnography video and take notes  
https://www.youtube.com/watch?v=nV0jY5VgymI  
Bring Ethnography video notes |
| 10/5 Unit 8 | HFI Application: Mindsets & Design Aids  
*Mindsets (O2)  
*Design Brief, Tools, & Maps (O3,4) | -Team Contract Submission (Tues 10/5, 2pm)  
-Team Research Plan Submission (Tues 10/5, 2pm) | -Read innovation project assignment and presentation assignment  
-Read two McKinsey articles  
Bring secondary research and large sheets, post-it notes, markers |
| 10/12 Unit 9 | HFI Application: Design Phase  
*Innovation Case (O1,3)  
*Ideating-Divergence (O3,4) | -WA2 Submission (Tues 10/12, 2pm) | -Read Dweck book, ch. 1-5, 8 (other chapters optional)  
-Read and prepare Innovation Case  
-Read Nakata & Hwang (2020)  
Bring innovation case answers, primary research, and large sheets, post-it notes, markers |
| 10/19 Unit 10 | HFI Application: Mindfulness & Design Phase  
*Mindfulness (O2)  
*Ideating-Convergence (O3,4) | -WA3 Submission (Tues, 10/26, 2pm) | -Read Penman book, ch. 1–5 required, with ch. 6–8 optional  
Bring prototyping materials |
| 10/26 Unit 11 | HFI Application: Design Phase  
*Design: Prototyping (O3,4) | -WA3 Submission (Tues, 10/26, 2pm) | -Read Penman book, ch. 1–5 required, with ch. 6–8 optional  
Bring prototyping materials |
| 11/2 Unit 12 | HFI Application: Deliver Phase  
*Deliver: Testing & Iterating (O3,4)  
*Project Synthesizing | -Confirmed Guests Info (Tues 11/2, 2pm) (Tues 11/2, 2pm) | -Bring prototype feedback and prototyping materials |
| 11/9 Unit 13 | Presentation Due | -Presentation Due (Tues 11/9, 2pm) | |
| 11/16 Unit 14 | Portfolio & Prototype Finalization | -Team Presentation Grade Input (Tues 11/16, 2pm) | |
| 11/23 | THANKSGIVING (No Class) | | |
| 11/30 Unit 15 | Portfolio & Prototype Due | -Turnitin Portfolio & Prototype (Tues 11/30, 2pm)  
- Portfolio & Prototype (Tues 11/30, 2pm)  
-Portfolio & Prototype Grade Input (Wed 12/1, 2pm) | |
| 12/7 | Final Exam, 12/6, Afternoon* (NO Alternative Dates or Times) | | |

O1, O2, O3, O4 = Student learning objectives 1, 2, 3, 4; DB1, DB2, DB3 = Discussion Board 1, 2, 3; WA1, WA2, WA3 = Written Assignment 1, 2, 3  
*Exact date/time/room will be announced later in the term by the MBA office, which determines these to avoid exam schedule conflicts. NO alternative dates or times will be provided.