MBA 717 (CRN 12596): INNOVATION
Spring 2022, Thursday, 6:30 – 9:20pm, Bryan 204
University of North Carolina at Greensboro

Professor: Cheryl Nakata, Ph.D.      Office: Bryan 348
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 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 class is not on break. No eating or drinking while class is in session. See detailed Covid statement hereafter.

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 or other 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.
Campus Closure

In the event of inclement weather or pandemic conditions leading to campus closure, class will be held over Zoom instead.

Covid-Related Absences

If a student decides not to attend class due to Covid infection, exposure or illness, please notify the instructor and follow the university instructions on reporting, isolating, and seeking medical attention.

Absences for University-Sponsored Events

The University recognizes the importance of certain extra-curricular and co-curricular activities (including travel days) that enhance student learning, personal development, and professional growth. Instructors will excuse absences of students for participation in University-sponsored events under the following conditions:

Students who expect to miss one or more class meetings due to participation in University-sponsored activities should:

1. Notify the instructor(s) at least five class days in advance;
2. Arrange to complete all missed work in advance of the absence whenever practicable as judged by the instructor(s). When missed work cannot be completed in advance, the instructor(s) should provide students with the opportunity to make up the work. Students should be aware, however, that not all kinds of work can be made up. The instructor(s) have the discretion to deny make-up work if (i) alternative assignments place an unreasonable demand on the instructor, (ii) the original assignment is such that not completing it at the originally assigned time impedes student learning
3. Present relevant documentation of participation in a relevant University-sponsored activity to the instructor(s) upon request.

Students who expect to miss more than two class periods of any single course of any kind in a term or more than two consecutive meetings of a laboratory course in order to participate in University-sponsored activities should inform the instructor at the beginning of the course. In the case that the faculty member cannot make reasonable accommodations for make-up work, the student may appropriately be advised to drop the course.

Grading

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Individual Discussion Board Assignment</td>
<td>15%</td>
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<tr>
<td>Individual Writing Assignment 1</td>
<td>20%</td>
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<tr>
<td>Individual Writing Assignment 2</td>
<td>20%</td>
</tr>
<tr>
<td>Individual Class Participation</td>
<td>15%</td>
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<tr>
<td>Team Innovation Project</td>
<td>30%</td>
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<tr>
<td>-Portfolio</td>
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<tr>
<td>-Prototype</td>
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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

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.
**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-j827WLPLcnwgX_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.

**COVID Statement**

As we return for spring 2022, all students, faculty, and staff are required to uphold UNCG’s culture of care by actively engaging in behaviors that limit the spread of COVID-19. These actions include, but are not limited to:

- Following face-covering guidelines
- Engaging in proper hand-washing hygiene
- Self-monitoring for symptoms of COVID-19
- Staying home when ill
- Complying with directions from health care providers or public health officials to quarantine or isolate if ill or exposed to someone who is ill
- Completing a self-report when experiencing COVID-19 symptoms, testing positive for COVID-19, or being identified as a close contact of someone who has tested positive
- Staying informed about the University's policies and announcements via the COVID-19 website

Instructors will have seating charts for their classes. These are important for facilitating contact tracing should there be a confirmed case of COVID-19. **Students must sit in their assigned seats at every class meeting.** Students may move their chairs in class to facilitate group work, as long as instructors keep seating chart records. Students should not eat or drink during class time.

A limited number of disposable masks will be available in classrooms for students who have forgotten theirs. Face coverings are also available for purchase in the UNCG Campus Bookstore. Students who do not follow masking requirements will be asked to put on a face covering or leave the classroom to retrieve one and only return when they follow the basic standards of safety and care for the UNCG community. Once students have a
face covering, they are permitted to re-enter a class already in progress. Repeated issues may result in conduct action. The course policies regarding attendance and academics remain in effect for partial or full absence from class due to lack of adherence with face covering and other requirements.

For instances where the Office of Accessibility Resources and Services (OARS) has granted accommodations regarding wearing face coverings, students should contact their instructors to develop appropriate alternatives to class participation and/or activities as needed. Instructors or the student may also contact OARS (336.334.5440) who, in consultation with Student Health services, will review requests for accommodations.

**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/](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. Please make sure to get the books specified rather than proximate materials.

*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. **Students are required to bring a laptop or tablet to class each session to complete in-class activities.**

**Discussion Board Assignment**

Students will post their completed assignment on the Canvas discussion board and respond to other students’ postings. 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. This assignment will open about a week before 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 due, and 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, 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 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 a final submission will result in an automatic zero on that 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 6:30pm would be considered a day late if submitted at 6:45pm that day, two days late if submitted the following day at 6:30pm, 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 a graded 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. Students in this course are expected to adhere to the guidelines stated at this link: https://bryan.uncg.edu/wp-content/uploads/2017/08/Faculty-and-Student-Guidelines-2018-2019.pdf

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 forms of a written portfolio (report), presentation, and prototype.

The aim of the project is to develop an effective and appropriate innovation by applying an approach called Human Flourishing Innovation. 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.

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 feedback session
Leader 4: Portfolio

*If your team has five members, Leader 3 can be in charge of prototypes, Leader 4 responsible for the feedback session, and Leader 5 directing the Portfolio. Regardless EACH team member MUST do a part of the secondary research and a portion of the primary research.

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. Grades for the project will be released along with those for the final exam.

Team are self-managed and -empowered. Conflicts may arise and must be managed. Teams should identify and try to address issues early in the project, including from a low-contributing, uncooperative member and/or dominating 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 any 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 done or 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 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 Excellence Emphasized?**

In this course, students are expected to write all assignments well and professionally. The standards for quality business writing are direct, concise, clear, logical, persuasive, and organized sentences and paragraphs conforming to 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.

Quality writing is emphasized because it is 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

(Effective 1/13/2022, Subject to Change)

**ALWAYS bring a laptop, paper or pencil, notebook, and printed lecture handouts to every class**

<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>
<tbody>
<tr>
<td>1/13 Unit 1</td>
<td>Innovation</td>
<td>- Student Info document (1/13 during class)</td>
<td>- Read Ethics Acknowledgement</td>
</tr>
<tr>
<td></td>
<td>*Course Overview</td>
<td>- Ethics Acknowledgement (1/13, 11:59pm)</td>
<td>- Read UNCG Covid Instructions</td>
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<tr>
<td>1/20 Unit 2</td>
<td>Innovation Strategies</td>
<td>- Read Ethics Acknowledgment</td>
<td>- Read Pisano (2015) and Lyman (2020)</td>
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<td></td>
<td>*Business &amp; Innovation Strategies (O1)</td>
<td>- Read UNCG Covid Instructions</td>
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<td></td>
<td>*Creating an Innovation Strategy (O1)</td>
<td>- Bring coffee filters</td>
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<tr>
<td></td>
<td>*Crisis Innovation Strategy (O1)</td>
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<tr>
<td>1/27 Unit 3</td>
<td>Innovation Forms</td>
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<td>- Read Berry (2006)</td>
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<td></td>
<td>*Service &amp; Product Innovation (O1)</td>
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<tr>
<td></td>
<td>*Open &amp; Closed Innovation (O1)</td>
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<tr>
<td>2/3 Unit 4</td>
<td>Innovation Methods</td>
<td>- Individual Survey (2/3, 6:30pm)</td>
<td>- Read Cooper (1990), Liedtka (2018), Nakata (2020a)</td>
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<td></td>
<td>*Stage-Gate (O1)</td>
<td></td>
<td>Bring coffee filters</td>
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<tr>
<td></td>
<td>*Design Thinking (O1)</td>
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| 2/10 Unit 5 | Human Flourishing Innovation (HFI) | - DB Submission (2/10, Thurs, 6:30pm) | - Watch Liedtka video and take notes (
[https://www.youtube.com/watch?v= gxBBVDzQO&t=1a](https://www.youtube.com/watch?v= gxBBVDzQO&t=1a))  
Bring your VIA results and Liedtka video notes  
Bring materials e.g. plastic cups, foil, markers, playdoh, legs, cardboard, etc. |
|             | *The Approach (O1) | - VIA Strengths Survey (2/10, Thurs, 6:30pm) | |
|             | *Design Thinking (O1) | - Read Pisano (2015) and Lyman (2020) | |
|             | *Character Strengths & Innovation (O2) | - Read Berry (2006) | |
| 2/17 Unit 6 | HFI Application: Project & Discover Phase | - DB Response (2/14, Mon, 6:30pm) | - Read Polly book, pp.5-14, 192-215, and chapters on your signature (top 5) strengths  
- Watch Ethnography video and take notes  
https://www.youtube.com/watch?v=nV0jY5VgymI |
|             | *Project, Deliverables, and Teams | - WA1 Submission (2/17, Thurs, 6:30pm) | Bring Ethnography video notes |
|             | *Discover through Research (O2,3,4) | - Read innovation project documents  
- Read Dweck book, ch. 1- 5, 8 (other chapters optional)  
- Optional: Read two McKinsey articles  
- Organize team Jamboard | |
| 2/24 Unit 7 | HFI Application: Mindsits & Design Aids | - Team Contract Submission (2/24, Thurs, 6:30pm) | Bring secondary research and Jamboard |
|             | *Mindsets (O2) | - Team Research Plan Submission (2/24, Thurs, 6:30pm) | |
|             | *Design Brief, Tools, & Maps (O3,4) | - Read Penman book, ch. 1 – 5 required, with ch. 6 – 8 optional | Bring ideated-divergence concepts, piece of chocolate or candy, and Jamboard |
| 3/3 Unit 8  | HFI Application: Design Phase | - WA2 Submission (3/31, Thurs, 6:30pm) | Bring prototype feedback and materials |
|             | *Innovation Case (O1,3) | - Confirmed Guests Info (Thurs 3/31, 6:30pm) | |
|             | *Ideating-Divergence (O3,4) | | |
| 3/10        | SPRING BREAK (NO CLASS) | | |
| 3/17 Unit 9 | HFI Application: Mindfulness & Design Phase | - Read Penman book, ch. 1 – 5 required, with ch. 6 – 8 optional | Bring ideated-divergence concepts, piece of chocolate or candy, and Jamboard |
|             | *Mindfulness (O2) | | |
|             | *Ideating-Convergence (O3,4) | | |
| 3/24 Unit 10| HFI Application: Design Phase & Prototyping | - Read Penman book, ch. 1 – 5 required, with ch. 6 – 8 optional | Bring ideated-divergence concepts, piece of chocolate or candy, and Jamboard |
|             | *Design: Prototyping (O3,4) | | |
| 3/31 Unit 11| HFI Application: Deliver Phase & Testing | - WA2 Submission (3/31, Thurs, 6:30pm) | Bring prototype feedback and materials |
|             | *Deliver: Testing & Iterating (O3,4) | - Confirmed Guests Info (Thurs 3/31, 6:30pm) | |
|             | *Project Synthesizing | | |
| 4/7 Unit 12 | Prototype Feedback Session | - Presentation of prototype and project | - Prepare a brief presentation of working prototype and project for feedback |
| 4/14 Unit 13| Portfolio & Prototype Work | | |
| 4/21 Unit 14| Portfolio & Prototype Finalization | | |
- Portfolio & Prototype Grade Input (4/27, Wed, 11:59pm) | |
|             | NO CLASS ON READING DAY THURSDAY 4/28 | | |

O1, O2, O3, O4 = Student learning objectives 1, 2, 3, 4; DB= Discussion Board Assignment; WA1, WA2 = Written Assignment 1, 2