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

Grading

Individual Work

- Quiz 1 10%
- Quiz 2 25%
- Quiz 3 25%

Team Work 40%

- Innovation Portfolio
- Innovation Prototype

**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 learning.*
Office Appointments

On Wednesdays, a 6-7pm office hour will be held. Interested students should email the instructor and receive a confirmation in advance: no later than Tuesday 5pm for a Zoom 15-minute slot the following day. Only advance appointments are allowed. If no appointments are scheduled, the office time will not be held.

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.

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 336-334-5440 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 and Barnes and Noble. Books are not available through the UNCG bookstore. Please make sure to get the books specified rather than substitute materials or writings on these subjects.

*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 Materials**

Students are encouraged to use Jamboard, a virtual whiteboard, for project work. Jamboard is free as part of the Google/Gmail suite available through UNCG. Students are also to source materials for the innovation project such as post-it-notes, markers, cardboard, and cheap prototyping materials.

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

It is important to complete and properly submit all assignments by the deadlines. Failure to submit by the deadlines 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 students. It is advised NOT to submit at the very last minute before a 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 deadline. All assignments are submitted through Canvas. No email submissions to the instructor will be accepted.

Late submissions will be accepted but with penalty. Each day late will result in an 11 point grade deduction for all members of the team regardless of the individual responsible. Non-submission or plagiarism 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.

Under no circumstances will failure by a team member to submit the correct file by the deadline result in a pass for other members. 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 the correct file has been submitted on time to the proper Canvas folder by the specified deadline. It is highly advised that another team member besides the submitter double check timely and proper submission.

If specified, a team assignment must be submitted first on the Turnitin folder to check for plagiarism, and then submitted second time 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 for all members.

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

Quizzes

Quizzes will be administered via Canvas covering the Units specified and all associated content and materials, including readings, lectures, videos, case studies, lecture exercises, and the innovation project. In other words, any and all course content can be tested. A 48-hour time window will be given for taking each quiz. Once started, a quiz must be completed in one sitting during the time allotted for that quiz. Stopping or pausing a quiz will be registered as having completed it. NO exceptions will be made for taking the quizzes other than during the specified window, which is designed to cover days and nights for a weekday and a weekend day. Students concluding that the availabilities will not work with their schedules should take the course another semester.

Only one try is permitted for each quiz, which students should prepare well for before taking in the same manner as preparing for an in-person, closed-book or -material exam. It is the full responsibility of the student to ensure proper Internet connection and following instructions for each quiz. No retakes are allowed. Review of quiz results will only be provided through an in-person individual appointment on campus with the instructor after class grading is completed.
Innovation Project

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.

The course is designed to give students hands-on learning through an actual innovation project. At the end of the semester, students will submit a portfolio (report) and prototype of their innovation.

Students will work in teams of two (no more, no fewer) of their choosing. Both students will receive the same grade for the innovation project, so are advised to choose members wisely. No divorces are allowed in favor of solo work or to join another team. Once formed, teams cannot be reconstituted. Students take full responsibility for whom they choose to pair with, such that any difficulties or conflicts are theirs to manage.

Teams can decide on leadership roles for various aspects of the project, though both members must contribute to each phase of the project. One possibility is below:

Leader 1: Design brief and research
Leader 2: Concepts
Leader 1: Prototypes and optional presentation
Leader 2: Portfolio

At the end of the term, teams may opt to do a brief live presentation of their prototype for feedback to develop their innovation further. Presentations are optional with no submission requirement, and extra credit will be given for teams who do present. Depending on the number of presentations, more than one session may be organized. Grades for the portfolio-prototype will be released 2+ weeks after the deadline given the volume and length of submissions.

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 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 guess intended meaning; insufficient support for assertions or over generalizations; unreadable handwriting or unlabeled and not discussed figures; failure to attribute original sources of information (plagiarism); or ignoring instructions will result in point deductions. Writing that makes the reader work hard to infer and understand meaning is poor, obtuse writing. For the portfolio-prototype, the audience is managers, so this document should be written with such individuals in mind, who are not intimately involved in the project and not on the team and therefore need to be clearly and thoughtfully guided through the information presented.

If a student is unclear about an assignment, please reach out to 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 to adopt the proposed solution. If an innovation is fantastic but can’t be understood by the executives reading the report, then it is unlikely to be considered and implemented. Written and verbal communications are consistently ranked in national surveys as the top business skills sought by employers, along with problem solving and the ability to work in teams.
Enrollment in this course means students have read and accepted the policies and terms specified in this syllabus and any posted course materials. Again, *grades, points, assignments, and due dates are not negotiable under any circumstances.*
<table>
<thead>
<tr>
<th>Week (Unit)</th>
<th>Topics</th>
<th>Assignments (Post on Canvas)</th>
<th>Prepare for Lectures and Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/12 Unit 1</td>
<td>Innovation *Course Overview *Innovation Key Questions (O1)</td>
<td>-Post self-introductions (Sat 1/15, 11:59pm) on discussion board</td>
<td>-Watch Welcome and Course Overview videos *Read How to Use Lecture Videos &amp; Handouts *Read UNCG Covid 19 Instructions *Watch Lecture 1 videos and fill in lecture handout</td>
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<tr>
<td>1/19 Unit 2</td>
<td>Innovation Strategies *Business &amp; Innovation Strategies (O1) *Creating an Innovation Strategy (O1) *Crisis Innovation Strategy (O1)</td>
<td>-Submit Ethics Acknowledgement (Wed 1/19, 6:30pm) *Post introduction responses on discussion board (Wed 1/19, 6:30pm)</td>
<td>-Read Pisano (2015) and Lymnan (2020) *Read Quiz 1 preparations and instructions *Watch Lecture 2 videos and fill in lecture handout</td>
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<tr>
<td>1/26 Unit 3</td>
<td>Innovation Forms *Service &amp; Product Innovation (O1) *Open &amp; Closed Innovation (O1)</td>
<td>-Quiz 1 on Units 1-2# (Available 48 hours: Fri 1/28, 12am to Sat 1/29, 11:59pm)</td>
<td>-Read Berry (2006) *Watch Lecture 3 videos and fill in lecture handout</td>
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<tr>
<td>2/2 Unit 4</td>
<td>Innovation Methods *Stage-Gate (O1) *Design Thinking (O1)</td>
<td>-Submit VIA Strengths Results (Wed 2/9, 6:30pm)</td>
<td>-Read Cooper (1990), Liedtka (2018), Nakata (2020) *Watch Lecture 4 videos and fill in lecture handout *Bring coffee filters to watch Lecture 4 videos</td>
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<tr>
<td>2/9 Unit 5</td>
<td>Human Flourishing Innovation (HFI) *The Approach (O1) *Design Thinking (O1) *Character Strengths &amp; Innovation (O2)</td>
<td>-Quiz 2 on Units 3 – 5# (Available 48 hours: Fri 2/18, 12am to Sat 2/19, 11:59pm)</td>
<td>-Read instructions on Quiz 2 *Read all innovation project documents *Watch Ethnography video and take notes <a href="https://www.youtube.com/watch?v=c3sBBVDxO0R&amp;q=t=1a">https://www.youtube.com/watch?v=c3sBBVDxO0R&amp;q=t=1a</a> &amp; Bring Lecture 5 videos and fill in lecture handout *Bring your VIA results and Liedtka video notes to watch Lecture 5 videos *Bring materials e.g. plastic cups, foil, markers, playdoh, legos, cardboard, i.e. any disposable items to watch Lecture 5 videos</td>
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<tr>
<td>2/16 Unit 6</td>
<td>HFI Application: Project &amp; Discover Phase *Project &amp; Deliverables *Discover through Research (O2,3,4)</td>
<td>-Submit Team Members (Wed 2/23, 6:30pm)</td>
<td>-Read &amp; take notes on Dweck book, ch. 1-5, 8 *Watch Dweck video: <a href="https://www.youtube.com/watch?v=znV0jY5VveMl">https://www.youtube.com/watch?v=znV0jY5VveMl</a> WITH TEAM *Watch Lecture 6 videos and fill in lecture handout *Bring secondary research and Jamboard to watch Lecture 7 videos *Bring Ethnography video notes to watch Lecture 6 videos</td>
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<tr>
<td>2/23 Unit 7</td>
<td>HFI Application: Mindsets &amp; Design Aids *Mindsets (O2) *Design Brief, Tools, &amp; Maps (O3,4)</td>
<td>-Submit Team Members (Wed 2/23, 6:30pm)</td>
<td>-Read &amp; take notes on Dweck book, ch. 1-5, 8 *Watch Dweck video: <a href="https://www.youtube.com/watch?v=znV0jY5VveMl">https://www.youtube.com/watch?v=znV0jY5VveMl</a> WITH TEAM *Watch Lecture 6 videos and fill in lecture handout *Bring secondary research and Jamboard to watch Lecture 7 videos</td>
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<tr>
<td>3/2 Unit 8</td>
<td>HFI Application: Design Phase *Ideating-Divergence (O3,4)</td>
<td>-Submit Team Members (Wed 2/23, 6:30pm)</td>
<td>-Read Nakata &amp; Hwang (2020) *Read Quiz 3 Preparations &amp; Instructions *Watch Lecture 8 videos WITH TEAM and fill in lecture handout *Bring secondary and primary research, maps, and Jamboard to watch Lecture 8 videos</td>
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<td>3/9</td>
<td>SPRING BREAK</td>
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<td>3/16 Unit 9</td>
<td>HFI Application: Mindfulness &amp; Design Phase *Mindfulness (O2) *Ideating-Convergence (O3,4)</td>
<td>Quiz 3 on Units 6 – 8# (Available 48 hours: Fri 3/18, 12 am to Sat 3/19 11:59pm)</td>
<td>-Read Penman book, ch. 1 – 5 required, with ch. 6 – 8 optional to prep for Written Assignment *Watch Lecture 9 videos WITH TEAM and fill in lecture handout *Bring ideated-divergence concepts and Jamboard to watch Lecture 9 videos</td>
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<tr>
<td>3/23 Unit 10</td>
<td>HFI Application: Design Phase &amp; Prototyping *Design: Prototyping (O3,4)</td>
<td>-Signup for Extra Credit Feedback Session (Wed 3/23, 6:30pm)</td>
<td>-Watch Lecture 10 videos WITH TEAM and fill in lecture handout *Bring prototyping materials e.g. plastic cups, foil, markers, playdoh, legos, cardboard, i.e. any disposable items to watch Lecture 10 videos</td>
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<tr>
<td>3/30 Unit 11</td>
<td>HFI Application: Deliver Phase &amp; Testing *Deliver: Testing &amp; Iterating (O3,4)</td>
<td></td>
<td>-Watch Lecture 11 videos WITH TEAM and fill in lecture handout *Bring stakeholder feedback and prototyping materials e.g. plastic cups, foil, markers, playdoh, legos, cardboard, i.e. any disposable items to watch Lecture 11 videos</td>
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<tr>
<td>4/6 Unit 12</td>
<td>Optional Prototype Feedback Session Wednesday 4/6, 6:30-9:45pm, Zoom*</td>
<td>-Submit Presentation (Wed 4/6, 6:30pm)</td>
<td>-Prepare a brief presentation on your prototype over Zoom for feedback to be used in iteration.</td>
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<tr>
<td>4/13</td>
<td>Unit 13</td>
<td>Portfolio &amp; Prototype Finalization</td>
<td>-Work on your prototype and portfolio</td>
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<td>4/20</td>
<td>Unit 14</td>
<td>PORTFOLIO &amp; PROTOTYPE DUE WEDNESDAY 4/20 11:59PM**</td>
<td>-Submit Turnitin and Final Portfolio &amp; Prototype (Wed 4/20 11:59pm)</td>
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O1, O2, O3, O4 = Student learning objectives 1, 2, 3, 4. NO exceptions made for 48-hour window to take quizzes, a window which includes a weekday and weekend day, both day and night. *TBD: Tuesday 4/5 may be added as an additional session **Grades released 2+ weeks after submission