MBA 717-03 (CRN 11030): INNOVATION
Spring 2023, Online
University of North Carolina at Greensboro

Professor: Cheryl Nakata, Ph.D.   Office Hours: By appointment
Email: ccnakata@uncg.edu   Weekly Q&A: Mondays, 6 -7 pm, Zoom
                                         (starting 1/23/23)

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   15%
- Quiz 3   15%
- Final Exam (comprehensive)   20%

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

Office appointments will be held upon request. Interested students should email the instructor in advance for a phone or Zoom appointment (no later than the day before) and receive confirmation. Students may also email the instructor with questions.

Weekly Q&A Sessions

Each <u>Monday, from 6 to 7pm, starting January 23</u>, the instructor will host a Q&A session on Zoom for all online sections of MBA 717. The Zoom link will be posted on Canvas and be the same each week. At these sessions, questions can be asked of the instructor for clarification or explanation. Attendance is voluntary. No new materials will be presented. These sessions may be especially helpful to receive suggestions on the team project.

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 quizzes/exams or assignments, including hiring a service to take or write them 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

Students, faculty, and staff and all visitors to campus are required to uphold UNCG's culture of care by actively engaging in behaviors that limit the spread of COVID-19. While face-coverings are optional in most areas on campus, individuals are encouraged to wear masks. All individuals and visitors to campus are asked to follow the following actions:

- 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 <u>self-report</u> 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.

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 books are required for this course, and may be obtained through various sources, including Amazon and Barnes & Noble. Books are <u>not</u> available through the UNCG bookstore. Please make sure to get the books specified rather than other writings on these subjects, even by the same authors.

Mindfulness for Creativity: Adapt, Create, and Thrive in a Frantic World by Dr. Danny Penman, Piatkus, 2015/2021

Mindset: The New Psychology of Success by Carol S. Dweck, Ballantine Books, 2006/2016

Character Strengths Matter: How to Live a Full Life by Shannon Polly and Kathryn H. Britton, Positive Psychology News, 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. Other virtual whiteboards and collaboration tools such as Google docs can also be used. Students are to source materials for the innovation project such as disposable or disposed house or office items and other discarded or inexpensive prototyping materials.

Course Design

This online course has been designed in weekly unit modules. Each week a unit module will be opened on Canvas by <u>Wednesday 10am</u> with lecture videos, readings, and other materials. The unit modules are not opened in advance to pace course content with assignments, quizzes/exams, and other student work. Learning in this course is cumulative and sequential, so early unit modules cannot be skipped over to later unit modules.

To understand topics covered and know the schedule of readings, assignments, and quiz/exams go to the summary on the last page of the syllabus. The unit module number and week are in the left-most column, the topics covered that week next to it on the right, the assignments/quizzes/exams in the middle column, and in the right-most column the preparation to be done that week in order to complete assignments/quizzes/exams. The calendar view in Canvas will also show due dates. The module view in Canvas will also show all the materials to go through that week.

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 submission of the team portfolio-prototype will be accepted. 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 6:30pm would be considered a day late if submitted at 6:35pm that day, two days late if submitted the following day after 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.

The team portfolio-prototype must be submitted first on the Turnitin folder to check for plagiarism, and then submitted a second time on the regular assignment folder once any plagiarism issues are corrected by the due date/time. ONLY one team member should submit to both the Turnitin and the regular assignment folder. Repeated Turnitin submissions are allowed but ONLY by the SAME team member who made the original submission (different students submitting from the same team will be flagged as submitting plagiarized work). Plagiarism on a graded submission will result in an automatic zero on the assignment. Failure to submit the team assignment by the deadline in the Turnitin folder will result in a 10-point penalty for all members. Failure to submit the team assignment to the regular folder, having assumed the Turnitin submission suffices, will result in a ZERO. These submissions are not substitutes for one another. Both must be done.

Ethics Policies

By enrolling in this course, students have agreed to abide by its ethics policies, including not cheating on quizzes/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 quizzes/exams independent of any aids or devices besides those allowed as well as not copying the quizzes/exams 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/Exams

Quizzes/exams 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/exam. Once started, a quiz/exam must be completed in one sitting during the time allotted. Stopping or pausing a quiz/exam will be registered as having completed it. *NO exceptions will be made for taking the*

quizzes/exams 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/exam, which students should prepare well for, in the same manner as preparing for an in-person, closed-book exam. *It is the full responsibility of the student to ensure proper Internet connection and following instructions for each quiz/exam. No retakes are allowed.* Review of quiz/exam results or assignments will only be provided upon request and through a phone or in-person appointment on campus with the instructor after class grading is completed.

Failure to take a quiz/exam by the deadline and within the time window prescribed will result in an automatic zero on that quiz/exam. Again, deadlines and time windows are not negotiable. Students will be notified by Canvas and email well in advance of the times for each quiz/exam, and should plan accordingly to take it within the window provided.

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 their choosing. All 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 team with, such that any difficulties or conflicts are theirs to manage.

Teams should decide on leadership roles for various aspects of the project, though all members must contribute to each phase of the project.

At the end of the term, teams may opt for extra credit to do a brief Zoom presentation of their prototype for feedback from other students to develop their innovation further. Depending on the number of presentations, more than one session may be organized or presentations from two sections of the same course may be combined into a single session. If one or more members do not show up for the scheduled presentation, there is ZERO extra credit—ALL must attend and for the entire duration of the class time that night, including to give feedback to other teams. Grades for the portfolio-prototype will be released with grades for the final exam.

Why is Written Excellence Emphasized?

In this course, students are expected to write all assignments impeccably, i.e., excellently 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 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 <u>before</u> the due date. <u>If you are having trouble with writing, please go to the UNCG Writing Center for assistance.</u>

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, *<u>grades, points, assignments, and due dates are not negotiable under any circumstances.</u>*

COURSE SCHEDULE
(Effective 1/9/2023, Subject to Change)

Date (Unit)	Topics	Assignments (Post on Canvas)	Prepare for Lectures and Assignments (Bring items in bold to lecture video watching)
1/11 Unit 1	**Innovation** *Course Overview *Innovation Key Questions (O1)		-Watch Welcome and Course Overview videos -Read How to Use Lecture Videos & Handouts -Watch Lecture 1 videos and fill in lecture handout
1/18 Unit 2	**Innovation Strategies** *Business & Innovation Strategies (O1) *Creating an Innovation Strategy (O1) *Crisis Innovation Strategy (O1)	-Submit Ethics Acknowledgement (Wed 1/18, 6:30pm) -Post introduction and responses on discussion board (Wed 1/18, 6:30pm)	-Read Pisano (2015) and Lyman (2020) -Read Quiz 1 preparations and instructions -Watch Lecture 2 videos and fill in lecture handout
1/25 Unit 3	**Innovation Forms** *Service & Product Innovation (O1) *Open & Closed Innovation (O1)	-Take Quiz 1 on Units 1-2# (Available 48 hours: Fri 1/27, 12am to Sat 1/28, 11:59pm)	-Read Berry (2006) -Watch Lecture 3 videos and fill in lecture handout
2/1 Unit 4	**Innovation Methods** *Stage-Gate (O1) *Design Thinking (O1)		-Read Cooper (1990), Liedtka (2018), Nakata (2020) -Watch Lecture 4 videos and fill in lecture handout -**Bring coffee filters to watch Lecture 4 videos**
2/8 Unit 5	**Human Flourishing Innovation (HFI)** *The Approach (O1) *Design Thinking (O1) *Character Strengths & Innovation (O2)	-Submit VIA Strengths Results (Wed 2/8, 6:30pm)	-Read Polly book, pp.5-14, 192-215, and chapters on your signature (top 5) strengths -Read Quiz 2 preparations and instructions -Watch Liedtka case video and take notes before Lecture 5 watch -Watch Lecture 5 videos and fill in lecture handout -**Bring your VIA results and Liedtka video notes to watch Lecture 5 videos** -**Bring prototyping materials e.g. plastic cups, foil, markers, playdoh, Legos, cardboard to watch Lecture 5 videos**
2/15 Unit 6	**HFI Application: Project & Discover Phase** *Project & Deliverables *Discover through Research (O2,3,4)	-Take Quiz 2 on Units 3 – 5# (Available 48 hours: Fri 2/17, 12am to Sat 2/18, 11:59pm)	-Read instructions on Quiz 2 -Read all innovation project documents -Watch Ethnography video and take notes -Watch Lecture 6 videos and fill in lecture handout -**Bring Ethnography video notes to watch Lecture 6 videos**
2/22 Unit 7	**HFI Application: Mindsets & Design Aids** *Mindsets (O2) *Design Brief, Tools, & Maps (O3,4)	-Submit Team Members (Wed 2/22, 6:30pm)	-Read & take notes on Dweck book, ch. 1- 5, 8 -Watch Dweck video: -Watch Lecture 7 videos *with team* and fill in lecture handout -**Bring secondary research and Jamboard to watch Lecture 7**
3/1 Unit 8	**HFI Application: Design Phase** *Ideating-Divergence (O3,4)		-Read Nakata & Hwang (2020) -Read Quiz 3 Preparations & 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**
3/8	**SPRING BREAK**		
3/15 Unit 9	**HFI Application: Mindfulness & Design Phase** *Mindfulness (O2) *Ideating-Convergence (O3,4)	-Take Quiz 3 on Units 6 – 8# (Available 48 hours: Fri 3/17, 12 am to Sat 3/18 11:59pm)	-Read Penman book, ch. 1 – 5 required, with ch. 6 – 8 optional -Watch Lecture 9 videos *with team* and fill in lecture handout -**Bring ideated-divergence concepts and Jamboard to watch Lecture 9 videos**
3/22 Unit 10	**HFI Application: Design Phase & Prototyping** *Design: Prototyping (O3,4)		-Watch Lecture 10 videos *with team* and fill in lecture handout -**Bring prototyping materials to watch Lecture 10 videos**
3/29 Unit 11	**HFI Application: Deliver Phase & Testing** *Deliver: Testing & Iterating (O3,4)		-Watch Lecture 11 videos *with team* and fill in lecture handout -**Bring stakeholder feedback and prototyping materials to watch Lecture 11 videos**
4/5 Unit 12	**Optional Peer Feedback on Prototype, Wednesday 4/5, 6:30-9:30pm, Zoom***	-Submit Presentation (Wed 4/5, 6:30pm)	-Prepare a brief presentation on your prototype over Zoom for feedback to be used in iteration.
4/12 Unit 13	**PORTFOLIO & PROTOTYPE DUE**	-Submit Turnitin *and* Final Portfolio & Prototype (Due Wed 4/12 11:59pm)	-Work on your prototype and portfolio
4/19 Unit 14	**FINAL EXAM PREP**		-Prep for final exam following week
4/26 Unit 15	**FINAL EXAM #** (Comprehensive)	-Take Final Exam (Available 48 hours: Fri 4/28, 12am to Sat 4/29 11:59pm; 2 hours; likely multiple choice + essays)	

O1, O2, O3, O4 = Student learning objectives 1, 2, 3, 4. #**NO** exceptions made for 48-hour window to take quizzes/exams, a window which includes a weekday and weekend day, both day and night. *Tuesday 4/4 may be added as an additional session. **Project and final exam grades will be released concurrently during the first week of May due to the volume of grading.