"Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service. It is capable of being presented as a discipline, capable of being learned, capable of being practiced. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation. And they need to know and to apply the principles of successful innovation." Peter F. Drucker, “The Father of Modern Management”
<table>
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<tr>
<th>Additional product details</th>
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<tr>
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| The Myths of Creativity: The Truth About How Innovative Companies and People Generate Great Ideas  Author: David Burkus  
Publisher: Jossey-Bass October 2013, 224 pages  
| Additional product details                                                                 |                                                                 |
| Serial Innovators: How Individuals Create and Deliver Breakthrough Innovations in Mature Firms  Author: Vojak, Bruce, Griffin, Abbie, & Price, Raymond L.  
Publisher: Stanford University Press 2012 SP - 240  
| Additional product details                                                                 |                                                                 |
| Making Innovation Work: How to Manage It, Measure It, And Profit From It;  Author: Tony Davila, Marc Epstein, and Robert Shelton;  
Publisher: Wharton School Publishing, Upper Saddle River, NJ;  
2006; 334pp.  
ISBN 0131497863, 9780131497863 |                                                                 |
You are required to take the DNA assessment (cost to RU students $25) which can be found at the following website: http://assessment.innovatorsdna.com/register/idna

**COURSE PURPOSE:** The mission of the College of Business and Economics is to provide an active learning environment that develops analytical and innovative business professionals for a dynamic global economy. The purpose of this course is to implement that mission within the context of the MBA by providing future managers a state-of-the-art framework for understanding, practicing, and managing innovation.

**Learning Technologies:** The primary website for this course is the RU D2L website. I will make extensive use of Desire2Learn. You will find everything you need for this course on the site. This includes course information, project details, lecture slides, assignments, quizzes, exams, grade information, and more. Make a practice of checking for updates regularly. If you have not used D2L before, start by clicking on the tutorial link on the D2L home page https://learn.radford.edu/shared/le_basics_videos/index.htm . After completing the tutorial click on Getting Started and
follow the instructions. You will also need to be able to use Adobe Connect for recording presentations and online meetings. Instructions for testing your system and using Adobe Connect are in the Getting Started module on D2L. You can also use Kaltura, the video streaming service (like YouTube) that you can use to create and upload videos to share with others in the course. Video tutorials (closed captioned for accessibility!) are available at this link. 
https://php.radford.edu/~knowledge/lore/article.php?id=526. In general, instructions for specific assignments are included in the description of the drop box or discussion group. I have also provided work space for each team on D2L.

Important Note:
In the event of a University-wide emergency, course requirements, classes, deadlines and grading policies and procedures are subject to change. Potential changes that could occur include alternative delivery methods, alternative methods of interaction with the instructor, accessing class materials and/or classmates, a revised attendance policy, and a revised semester calendar and/or grading schedule. In the case of a University-wide emergency, please refer to the RU Homepage (www.radford.edu) for more information. I will attempt to update course information as soon as possible on the course D2L page and via email.

COURSE DESCRIPTION: Organizations are increasingly aware of the fact that they must create value through continuous innovation if they wish to retain a competitive advantage. This course focuses on how organizations identify, recruit, retain, and motivate innovative individuals; develop and use innovative processes; manage high-performance innovation teams; and create a culture and climate that encourages innovation. Finally, the course will enhance the skills needed to convert innovations into successful business models.

GOALS AND OBJECTIVES:
You will be able to:
1. Formulate, evaluate and select innovative solutions to optimize business performance.
2. You will identify processes that enhance innovation competencies
3. Apply innovation process tools to actual innovation challenges
4. Derive recommended courses of action based on innovative solutions.
5. Apply innovation techniques to formulate solutions to business problems
6. Evaluate components of an innovative organizational culture and explain the management systems required to develop and sustain such a culture.
7. Demonstrate skills needed to select innovation solutions to optimize organizational performance

MAJOR TOPICS
The course is divided into 7 major modules:
- The Innovative Strategy
- The Innovative Individual
- The Innovative Manager
- The Innovation Process
- The Innovative Team
- The Innovative Organization and
- Implementing Innovation

The Innovative Strategy
The Big Problems Motivating Organizations to Innovate
Innovation as the Source of Sustained Value Creation, Competitive Advantage and Organizational Success
The Role of Innovation in Driving Least Cost or Differentiation Strategies
Drucker’s Drivers (Sources) of Innovation
Keely, et al.’s Ten Types of Innovation
Radical, Incremental, and Disruptive Innovation
Blue Sky, Red Ocean Strategies
The Critical Elements of Innovation Driven Strategy
Obstacles to Organizational Innovation
Sustaining Corporate Innovation
The Innovator’s Dilemma: Trying to Time the S Curve Wave
Innovative Individuals

Innovative Thinking
The Concept of Innovation
The Nature of Creativity
The Elements of Creativity
The Creative Process
The Innovative Mind-Set in Individuals
Personality and other individual level characteristics of Innovators
Identifying, recruiting, and retaining innovative people
Managing Innovative Individuals
Enhancing Innovation at Work

The Innovative Manager

The Innovative Manager’s Mindset: Embracing change
Adaptors vs. Innovators
Idea Explorers vs. Market Creators
The Leadership Imperative – Leading Innovative Organizations
The Critical Management Attitudes and Skills

The Innovative Team

The Importance of Teams in High Innovation Organizations
The Characteristics of High Performance Innovation Teams
Forming, Developing, and Managing Innovation Teams
Types of Teams
Critical Success Factors at each Team Stage
Personality Types and Their Implications for Innovation Teams
Critical Interpersonal Skills: Communication, Conflict Resolution, and Decision Making
Managing Change
Issues in Implementing a Team Based Organization

Innovation Processes

Approaches to Innovation
Sources of Opportunity
The Design-Thinking Process
Design Misconceptions
Elements of Design Thinking
Design Guidelines
Iterations: The Secret Sauce
Rapid Prototyping: Fail to Learn
Design Driven Innovation
The Stages of Design Driven Innovation
Value Proposition Design
Converting Opportunities into Innovations

The Innovative Organization

Assessing Innovational Readiness in Organizations
Improving the Firm’s Innovation Readiness
Developing and Innovation Culture
Designing Innovation Structures and Process
Developing High Involvement Organization
HR in High-Performance Innovative Organizations– Performance Evaluation, Reward Systems, Training
Managing Open Innovation and Co-creation
Innovation and the Corporate Budgeting Process
Crowdsourcing Innovation
Developing Supportive Policies and Procedures  
Innovation, Risk Taking, and Proactiveness  
Other Organizational Level Issues

**Implementing Innovation**  
Innovation to Commercialization  
Effective Innovation Business Models and Plans  
The Business Canvas Model  
Business Model Generation  
Accelerating Momentum – The I-Solution

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**GRADING: Opportunities to earn points:**

<table>
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<tr>
<th>Activity (i)=individual project; (g)=group project</th>
<th>Points</th>
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<tbody>
<tr>
<td>(i) Self-Assessment and Skills Development Project</td>
<td>40</td>
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<tr>
<td>(i) Module Exams - 2</td>
<td>200</td>
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<tr>
<td>(g) Innovative Companies Project</td>
<td>60</td>
</tr>
<tr>
<td>(g) Design Thinking/Business Model Project</td>
<td>200</td>
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<tr>
<td><strong>Total Possible Points</strong></td>
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**Letter Grade as a Percentage of Total Possible Points in Course**  
A: ≥ 90%  
B: 80%-89%  
C: 70%-79%  
D: 60%-69%  
F: < 60%

**2 Module Exams – (i) 200, 100 pts each**  
Exams will cover readings, videos, lectures and other material in each module. The exams will consist of essay questions.

**Self-Assessment and Skills Development Project (i) 40**  
Early in the semester each student will take the online self-assessment. After completing the assessment each student will receive personalized suggestions on what they can do to enhance their abilities in each of the five critical skill areas. The students will develop a plan for implementing the suggestions and, at the end of the semester; they will prepare a short written report on what they did and how much impact they believe their efforts had. The assessment, action plan, and report will be turned in using the appropriate drop boxes on D2L.

**Innovative Companies Project (i) – 60**  
One way to better understand innovation is by studying innovative companies. Each year Forbes produces a list of the world’s most innovative companies - [http://www.forbes.com/innovative-companies/list/](http://www.forbes.com/innovative-companies/list/). You might want to examine the methodology they use to rank the companies and see if you believe it is valid or useful. You might also note how many are not U.S. companies. Each student will pick one of the top 50 companies to study this semester. Pick a company with is lots of publicly available information (articles, books, movies). For three of the major blocks of material (Innovative Individuals, Innovative Processes, and Innovative Organizations) each person will complete a short summary (no more than 1 page each) on how the concepts covered in that section do or do not relate to their company. Based on your research, how do the companies manage each of the topics included in the outline for each of the three areas? For example, how do they go about attracting, developing, and retaining innovative individuals? What type of innovation processes do they use? What HR practices, leadership styles, etc. facilitate the development of innovative organizations? By the due date at the end of the semester compile the three summaries into a short report, no more than 5 pages, and drop the report in the appropriate drop box on D2L.

**Design Thinking/ Business Model Project (g) – 200**  
Design Thinking and Business Modeling have become popular methodologies for enhancing the quantity and quality of innovations by both entrepreneurs and large organizations. The purpose of this project is to learn to apply Design Thinking and Business Modeling to an actual situation. In addition to the IDEO material and Dr. Kopf’s material available on D2L, the Business Model Generation book and the Ten Types of Innovation book provide a good explanation
of these tools. Some online tools are available free at the links on the left side of each page. They are all on the strategizer.com website. You will have to register and validate you own the book in order to access the online worksheets, etc. You will not have access to the professional version of Strategizer (it costs $299 per year per project). There is an Ipad version of the Business Toolkit available on the apps store for $30 that has many of the software tools. You do not have to buy the app you can create the worksheets manually it is just easier to use the app. The team will use the Design Thinking and the Business Model Canvas as frameworks for a consulting project. Each group will prepare a presentation and a Management Report that summarizes their business analysis and proposal (I would recommend using the worksheets provided by Dr. Kopf and the Strategizer website wherever possible). They will present the results to the client and the class. The project may focus on innovation from a product, service, or process perspective and may be focused on a profit or non-profit organization. It will be up to each group to work with the instructor to identify a project opportunity; preferably in an organization you are associated with, and develop a proposal for approval.

POLICIES

GROUP POLICIES: Each student must sign up for a team on D2L. In order to facilitate online sign ups there is a Hire Me! assignment that must be completed before signing up for a team (see D2L). Once you look at the Hire Me ads, and decide who you want to be on a team with, please make sure you sign up for the same team. Each team will complete various group assignments. All members of the team are expected to actively contribute. Each team must maintain an activity log (available on D2L) that must be turned in by the end of the semester. Peer evaluations will be conducted at the end of the semester. The instructor reserves the right to adjust grades up or down by a letter grade or more depending on the activity log and peer evaluations.

REPORT POLICIES: All work for this class will be presented in Management Acceptable Format. This means that all papers will be CORRECT for grammar, spelling, punctuation, and typing style. (See http://www.wsu.edu/~brians/errors/errors.html for common errors.) Your work will be graded for BOTH content and appearance. Use APA for all reports. Avoid plagiarism. Your library provides an excellent guide to understanding and avoiding plagiarism (http://lib.radford.edu/Tutorial/XI/plag.asp). I encourage you all to read this carefully. Cases of plagiarism will be dealt with severely. All written work MUST be in TYPED form--12 point pitch, double spaced, 1-inch top, bottom, and side margins, 8 1/2 by 11 inch paper.

ATTENDANCE POLICY: Because this is an online course attendance is not an issue. However, students are expected to check their email daily, assume responsibility for knowing when online assignments are due and submitting them on time, and actively engaging with their team members on group assignments. There will be no extensions for any assignments for any reason.

DISABILITY ACCOMMODATIONS: If you are seeking academic accommodations under the Americans with Disabilities Act at Radford University, you are required to register with the Disability Resource Office (DRO). To receive academic accommodations for this class, please submit your documentation to the DRO in the lower level of Tyler Hall Suites 54-69, by fax to 540-831-6525, by email to dro@radford.edu. After submitting documentation to our office, you will set up an interview with a Disability Services Specialist to discuss accommodations. You will be notified via email once your accommodation package is complete and ready to be picked up. Once you have picked up your accommodation package, you will need to meet with each course professor during his or her office hours to review and discuss your package. For more information and/or for documentation guidelines, visit www.radford.edu/dro or call 540-831-6350.

HARRASSMENT POLICY: Sexual or racial harassment will not be tolerated in the classroom. If you have a complaint, please inform me, then the Management Department Chair, the College of Business and Economics Dean, or the RU Office of Human Resources.

ACADEMIC INTEGRITY: By accepting admission to Radford University, each student makes a commitment to understand, support, and abide by the University Honor Code without compromise or exception. Violations of academic integrity will not be tolerated. This class will be conducted in strict observance of the Honor Code. Refer to your Student
Handbook for details. Any CHEATING in this course will result in an F for the course and recommended mandatory suspension from the university.

PROFESSIONAL EXPECTATIONS: At this stage of your scholastic career you will be treated as a professional employee. Oral and written communication skills are very valuable to top-level managers. Typographical and grammatical errors are not acceptable in submitted written work. Professional behavior is expected in all emails and online chat sessions. Make sure you are dressed professionally, at least business casual, when recording presentations.
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<th>Week</th>
<th>Date</th>
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<th>TEXT – Innovation Acceleration</th>
<th>Projects and other Readings</th>
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<td><strong>Understanding the Innovative Mindset</strong></td>
<td>Complete technology training</td>
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<td><strong>The Process of Corporate Innovation</strong></td>
<td>Read Innovation and Entrepreneurship</td>
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<td>Feb 3</td>
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<td>Watch the Neumeier DVD</td>
<td>Complete the Innovator’s DNA assessment</td>
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<td><strong>The Innovative Individual</strong></td>
<td>Innovator’s DNA Self Development Action Plan Due</td>
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<td><strong>Unleashing Individual Creativity</strong></td>
<td>Read Myths of Creativity &amp; Serial Innovators</td>
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<td><strong>Managerial Skills for the Innovation Process</strong></td>
<td>Read Making Innovation Work</td>
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<td><strong>The Design Thinking Process</strong></td>
<td>Read Ten Types of Innovation</td>
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<td><strong>Design-Driven Innovation</strong></td>
<td>Read the Business Model Generation</td>
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