

RADFORD UNIVERSITY

MGNT 671 – innovation II Spring, 2014

Scheduled Meeting Times: Monday 6:30 -9:30 p.m.

INSTRUCTOR: Dr. Jerry Kopf

TEL: 831- 5075

OFFICE: COBE 388

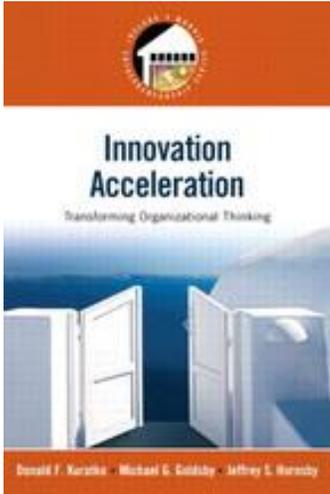
OFFICE HOURS: T & W 1:30 – 3:30

You may contact me by email any time. You may also schedule a time to meet with me on campus. Feel free to ask questions about class material that was not clearly and fully understood during class, while studying, or related to assigned activities. I am also open to suggestions to help facilitate your learning by adapting to your learning style. Please make suggestions you feel would help you in the course. **EMAIL:** jkopf@radford.edu

Important Note: This syllabus is in no way “written in stone.” If the need arises to adjust the content of the course or the grading process, the instructor reserves the right to do so. Any changes will be discussed in class and adequate time will be given to the students to reduce any inconveniences. **It is the student’s responsibility to be in class and to check their RU email daily. If announcements are sent out by RU email then it is assumed the student is aware of those announcements. You should always use your RU email when contacting me. Otherwise, it goes in the junk email folder.**

PREREQUISITES: A desire to become a more effective innovator and manager

REQUIRED MATERIALS:



Additional product details

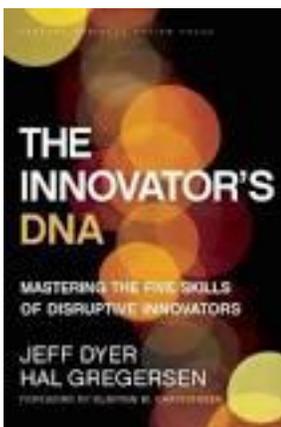
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COURSE DESCRIPTION: Innovation has become one of the hottest topics discussed in organizations today. Organizations are increasingly aware of the fact that they must innovate if they wish to retain a competitive advantage. Not just for profit organizations, but nonprofits, government agencies, educational institutions, and others. The purpose of this course is to examine the role of innovation in driving sustained organizational performance. Accelerating innovation requires a blend of creativity, innovation, and know-how. The course will enhance understanding innovation by explaining the stages of the innovation process, improve skills in the innovation process, and provide tools for enhancing innovation at both the individual and team level. The course will examine innovation as the driver of least cost and differentiation strategies and explains how the value created leads to sustained competitive advantage and above average organizational performance. Explains the elements needed to transform organizations into innovative organizations from an organizational or corporate environment perspective. Explores the climate, structure, leadership and HR challenges involved in sustaining high levels of innovation. The basic structures used for new product, service and new process innovations are also examined.

COURSE OBJECTIVES:

- (1) To understand the innovative mindset in organizations and explain the importance of innovation in organizational success
- (2) To enhance the critical individual skills needed for innovation
- (3) To be able to apply Design Thinking to actual innovation challenges
- (4) To demonstrate the skills and knowledge needed to develop and manage innovative teams.
- (5) To understand the implications of innovation for organizational structure, culture, and HR practices and make recommendations for specific organizational situations
- (6) To understand the challenges in implementing innovation and be able to offer effective solutions.

MAJOR TOPICS

Innovative Individuals:

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

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
- Converting Opportunities into Innovations
- Operationalizing Innovation

Selling the Idea

The Innovative Organizations:

The Role of Innovation in Driving Least Cost or Differentiation Strategies
Innovation as the Source of Sustained Value Creation and Competitive Advantage
Obstacles to Corporate or Organizational Innovation
The Critical Elements of Innovation Driven Strategy
Sustaining Corporate Innovation
Assessing Innovational Readiness in Organizations
Improving the Firm's Innovation Readiness
Developing and Innovation Culture
Designing Innovation Structures and Process
Developing High Involvement Organization
The Leadership Imperative – Leading Innovative Organizations
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 Plans
Accelerating Momentum – The I-Solution

GRADING: Opportunities to earn points:

<u>Activity (i)=individual project; (g)=group project</u>	<u>Points</u>
(i) Exams - 2	200
(g) Team Teaching Summaries	50
(g) Innovative Companies Project	100
(g) Design Thinking Product, Service, or Process Consulting Project	100
(i) Self-Assessment and Skills Development Project	<u>50</u>
Total Possible Points	450

Letter Grade as a Percentage of Total Possible Points in Course

A: $\geq 90\%$ **B:** 80%-89% **C:** 70%-79% **D:** 60%-69% **F:** $< 60\%$

2 Exams – (i) 100 pts each

Exams will cover text, lecture, discussion, and readings as indicated on the schedule. The exams will consist of multiple-choice questions and short answer essay questions.

Team Teaching Summaries (g) – 50

Each team will be responsible for leading the discussion of the material covered in two chapters. Each group will provide a summary of what they considered the most important learning points, examples of how the material relates to organizations they are familiar with or have read about, and a brief discussion of other books or articles that address the same issues. The conclusion should focus on identifying the major points they believe are most valid and relevant to organizations today. The team's summary should be turned in on D2L by the time class starts on the day it will be presented.

Innovative Companies Project (g) – 100

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/>. 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 U.S. companies. Each group will pick one of the top twenty companies to study this semester. For each major block of material (Innovative Individuals, Innovative Processes, and Innovative Organizations) each group will provide a short presentation (no more than 10 minutes) 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 critical areas? For example, attracting, developing, and retaining innovative individuals?

Design Thinking Product, Service, or Process Consulting Project (g) – 100

Design Thinking has become a popular methodology 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 to an actual situation. The team will go through the various steps in a Design Thinking project with an organizational client and present the results to the class. A report summarizing the project will be turned in through D2L. The project may focus on innovation from a product, service, or process perspective and may be focused on a profit or non-profit organization.

Self-Assessment and Skills Development Project (i) 50

Early in the semester each student will read the book, The Innovators DNA, and 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 presentation on what they did and how much impact they believe their efforts had. They will also turn in a short written report on D2L.

POLICIES

GROUP POLICIES: It is the responsibility of each group member to actively contribute to group activities. Each group should keep a timelog that shows the amount of time spent by each member on each major assignment. At the end of the semester confidential peer evaluations will be turned in to the instructor. Grades made be adjusted by as much as one letter grade based on the timelog and peer evaluations. If there are issues with team members during the semester it is the team's responsibility to let people know they are unhappy, what they are unhappy about, and what actions need to be taken to improve. If informal discussions are not effective, they should be put in writing and I should be copied on the email.

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 a hybrid online course attendance requirements vary. 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.**

DISABILITY ACCOMODATIONS: 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 their 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.

Assignments
MGNT 671
Dr. Kopf, Spring 2014

Date: 2014	TEXT		Group Projects
	Chapter	Topic	
		The Innovation Imperative	
January 20	1	<i>Understanding the Innovative Mindset</i>	
January 27	2	<i>The Process of Corporate Innovation</i>	
		Innovative Individuals	
February 3	3	<i>Unleashing Individual Creativity</i>	Online only
February 10	4	<i>Managerial Skills for the Innovation Process</i>	Team 1 presents Summary of Chs 1&2 First Innovative Company Presentation
		Innovation Processes	
February 17	5	<i>The Design Thinking Process</i>	Team 2 presents Summary of Chs 3&4
February 24	6	<i>Design-Driven Innovation</i>	Team 3 presents Summary of Ch 5&6 Second Innovative Company Presentation
March 3		MIDTERM	
March 10	Spring Break		
		Innovative Organizations	
March 17	7	<i>Auditing Organizational Innovation</i>	Team 4 presents Summary of Ch 7
March 24	8	<i>HR in Corporate Innovation</i>	Team 4 presents Summary of Ch 8
March 31	9	<i>Teams-Based Innovation</i>	Team 5 presents Summary of Ch 9
			Third Innovative Company Presentation
		Implementing Innovation	
April 7	10	<i>Innovation to Commercialization</i>	Team 5 presents Summary of Ch 10
April 14	11	<i>Effective Innovation Plans</i>	Team 6 presents Summary of Ch 11
April 21	12	<i>Accelerating Momentum – The I-Solution</i>	Design Thinking Consulting Project Presentation
April 28			Self-Assessment and Skills Enhancement Report
May 5	7:30	COURSE FINAL	