



Fermanian School of Business
BUS 6078 Applied Innovation
3 Credit Units

Fall 2020

Meeting days: Tuesday	Instructor: Dr. Frank Marshall
Meeting times: 5.30 – 8.15pm	Phone: Office: 619-849-3269
Meeting location: Mission Valley Campus (BUT ZOOM to Start)	E-mail: fmarshal@pointloma.edu
Additional info: S	Office location: Fermanian School of Business.
Final Exam:	Additional info:

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course provides an advanced theoretical foundation and a set of practical tools applicable to fast changing and innovative environments. The course explores innovation challenges from start to finish and provides an in-depth understanding of the key tenets of design thinking and how to incorporate them into the workplace. Students will be constantly challenged with innovation and entrepreneurial experiences, while learning how to navigate in changing environments. A variety of learning tools will be used, including simulations, games and role-playing.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:

1. Identify ways in which organizations can innovate (PLO 1 & B1).
2. Design and build prototypes for real world products (PLO 3 & B1).
3. Evaluate and apply steps in the innovation process (PLO 3 & B1).
4. Analyze organizational change challenges facing innovation leaders (PLO 3 & B1).

5. Collaborate in a team and pitch an innovative idea using effective verbal communication (PLO 6 & 7).

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 14 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

[Overcrowded and The Art of Innovation](#)

ASSESSMENT AND GRADING

Points Breakdown:		Grade scale:
Create IDEO Re-design teams	5	A = 930-1000
Danimals Case Study	70	A- = 929-900
IDEO Design Iteration #1	35	B+ = 870-899
IDEO Design Iteration #2	35	B = 830-869
Tesla Southwest Airlines VW	50	B- = 800-829
How do you spark new ideas	25	C+ = 770-799
Lessons Learned From IDEO Re-design	50	C = 730-769
Have you had an idea put down	50	C- = 700-729
Innovation Tournament: Round 1 Adding Ideas	100	D+ = 670-699
Bio-Life Case Study	40	D = 630-669
Innovation Tournament: Results After Reviews	70	D- = 600-629
Innovation Tournament: Finale	100	F = 0-599
Innovation Tournament: Pros and Cons	50	
Road Blocks	50	
Innovation of Meaning First Iteration	70	
Innovation of Meaning Essay	100	
Final Innovation of Meaning Review	100	
Total Points	1000	

COURSE SCHEDULE AND ASSIGNMENTS

Sept 1, 2020 Week 1—What is innovation?

Read The Art of Innovation Ch 1-4

IDEO Assignment: We will create teams to work on innovating an existing product using the IDEO method.

IDEO Video on their process. <https://www.youtube.com/watch?v=M66ZU2PCicM>

Sept 8, 2020 Week 2—Innovation at the Bottom of the Pyramid (BOP)

Article: The Innovation Sandbox-Prahlhad

Case Study: [Danimal in South Africa: Management Innovation at the Bottom of the Pyramid](#)

Individual Assignment: Case Study Reflection

Sept 15, 2020 Week 3—

Read: Ch 5-9 of The Art of Innovation

Articles: Assessing the Organization

IDEO First Iteration of Re-design

Sept 22, 2020 Week 4—GE Eco Challenge

Article: How to Kill Creativity

Read: Case Study GE eco challenge

IDEO Assignment: Teams gather customer information on redesign of new product. Based on The Art of Innovation talk to customers and users of the product you want to re-design.

Online Discussion: Look at Tesla, Target, Southwest Airlines, VW. After reading the article how do these companies stack up with creativity and innovative resources. Provide examples.

Sept 29, 2020 Week 5 What Sparks your Ideas

Read: The Art of Innovation Ch 10 through the end of the book.

Watch videos: Where do good ideas come from? Got a wicked problem?

Online Discussion: Where do your ideas come from?

Oct 6, 2020 Week 6—Innovation Ideas

Read: [Innovation Killers: How Financial Tools Destroy Your Capacity to Do New Things](#)
[How Open Innovation Can Help You Cope in Lean Times](#)

Assignment: Second Iteration of IDEO assignment

Oct 13, 2020 Week 7—Zoom Topic IDEO show and tell

IDEO Assignment: Teams share their final product

Watch: Creative Confidence

Online discussion (1) Lessons learned from IDEO challenge

(2) Have you had your idea put down

Oct 20, 2020 Week 8—Zoom topic Darwinator

Read: BioLife Case study

Assignment: Add ideas to Darwinator program. We are looking for hundreds of ideas

Assignment: Create SWOT for BioLife.

Oct 27, 2020 Week 9: No Zoom meeting because of Co-curricular Week But complete the Innovation Tournament and read Drucker

Innovation Tournament Round 1 complete adding ideas to Darwinator

Read: Discipline of Innovation by Drucker

Nov 2, 2020 Week 10—Zoom Topic: Leading and Managing Innovation

Read Articles: Leading break through Innovation in established companies (HBS),
The middle manager as innovator, and Innovation Reinvented

Case Study: [Electrolux AB: Managing Innovation](#)

Team Assignments: Innovation Tournament Pitch top 6 ideas

Nov 9, 2020 Week 11—Zoom topic: Innovation in established companies

Chapters 1-4 of Overcrowded: Designing Meaningful Products in a World Awash with Ideas

Read: At 3M a struggle between efficiency and creativity-Bloomberg Business week

Case Study: [Eli Lilly and Co.: Innovation in Diabetes Care](#)

Case Study: 3M: profile of an innovating company

Assignment: Work on your finalizing your week 12 presentation

Nov 16, 2020 Week 12— Sustaining Innovation

Read: Chapters 5-8 of Overcrowded: Designing Meaningful Products in a World Awash with Ideas

Online Discussion: (1) What road blocks exist to prevent or stifle innovation? What steps can be taken to overcome road blocks?

(2) What are the pros and cons of each of the final 3 ideas? Choose one of the three ideas and discuss why you chose that idea. What will it take to bring to market?

Team Assignment: Final pitch of top 3 ideas from innovation tournament

Nov 23, 2019 Week 13 No Class Thanksgiving

Nov 30, 2020 Week 14—Bringing Innovative Products to Market

Article: **Article:** Toward a Smarter Organization: Getting Better at Making Decisions and What you don't know about making decisions (HBS).

Assignment: Overcrowded- Create a Product others would love

Assignment: Write an essay on Innovation of Meaning. Beyond the Nest thermostat, what other products do you believe were developed through meaning versus solution.

Dec 7, 2020 Week 15—Zoom topic Decision Making

Article: **Article:** Managing and Multiplying Resources: Maximizing the Return on Innovation (HBS) Skarzynski and Gibson

Case Study: Empathy on the Edge: Scaling and Sustaining a Human Centered Approach to Innovation

During Zoom we will discuss the Case study.

Dec 14, 2020 Week 16

Assignment: Overcrowded Final Product Show and Tell

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map using the below link to view which states allow online (distance education) outside of California.

<https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures>

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See Academic Policies in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with

Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See [Academic Policies](#) in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Hybrid 3-unit courses only:

At Point Loma Nazarene University, attendance is required at all scheduled classes. Hybrid format means some class meetings will be face-to-face and some will be online. Attendance in the face-to-face classes is to be for the entire time of the class. Arriving late or leaving early will be considered a partial absence. A day of attendance in an online class is determined as contributing a substantive note, assignment, discussion, or submission that adds value to the course as determined by the instructor. Three days of attendance are required each week.

Face-to-face Portion of the Hybrid course

In blended or hybrid courses, if a student misses one face-to-face class then the faculty member will send an email to the student and the Director of Student Success warning of attendance jeopardy. There are no exceptions to this policy.

If a student misses two face-to-face classes, the faculty member or Vice Provost for Academic Administration (VPAA) will initiate the student's de-enrollment from the course without further advanced notice to the student. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of "F" and there will be no refund of tuition for that course.

Online Portion of the Hybrid Course

If a student misses two online classes (fails to contribute to a discussion board) during the course, then the faculty member will send an email to the student and the Director of Student Success warning of attendance jeopardy. There are no exceptions to this policy.

If a student misses three online classes (fails to contribute to a discussion board by the due date) during the course, then the faculty member or Vice Provost for Academic Administration (VPAA) will initiate the student's de-enrollment from the course without further advanced notice to the student. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of "F" and there will be no refund of tuition for that course.

1 missed F2F class = warning

2 missed F2F classes = de-enrollment

2 missed online classes = warning

3 missed online classes = de-enrollment

USE OF TECHNOLOGY

In order to be successful in the online environment, you'll need to meet the minimum technology and system requirements; please refer to the *Technology and System Requirements* information. Additionally, students are required to have headphone speakers compatible with their computer available to use. If a student is in need of technological resources please contact student-tech-request@pointloma.edu.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.