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**Point Loma Nazarene University  
Fermanian School of Business**



**MGT3081  
Creativity & Innovation  
3 Credit Units**

**FALL 2020**

<b>Meeting days:</b> Monday / Wednesday	<b>Instructor:</b> Dr. Randal P. Schober
<b>Meeting times:</b> 11am - 12pm (ZOOM)	<b>Phone:</b> Office: (619) 849-2697 Mobile: (858) 336-2728
<b>Meeting location:</b> Online	<b>E-mail:</b> rschober@pointloma.edu
<b>Final Exam:</b> December 4 <sup>th</sup> at 10.30am	<b>Office location:</b> Fermanian School of Business. Rm. 126 <b>Office hours:</b> By appointment

**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 becomes an expression of faith. Being of Wesleyan heritage, we aspire to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

**FSB 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**

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This course provides an understanding of the critical role of creativity and innovation in the development of new products or services. Students will explore how to develop an entrepreneurial mindset as they solve problems through creative and innovative methods. In addition, they will learn about and produce a prototype product that will be validated in a chosen market. The overall impact of ideation and how to implement and/or commercialize an innovative idea will be addressed.

## **COURSE LEARNING OUTCOMES**

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

1. Identify the traits and behaviors that encompass creativity and innovation (PLO F3).
2. Demonstrate proficiency in the key terminology, models and methods used to implement creative and innovative practices (PLO 1 & F1).
3. Evaluate desirability, feasibility, and viability of potential new ventures through prototyping and hypothesis testing (PLO 1, 2, F1 & F3).
4. Analyze the processes and challenges of leadership and change management as they apply to innovation effectiveness (PLO 2 & F1).
5. Apply practices of creativity to solve real world problems both individually and in a group environment (PLO 2, 5 & F3).

## **COURSE CREDIT HOUR INFORMATION**

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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 16 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

## **REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES**

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A Harvard Business Publishing ‘course pack’ containing required text and 2 case studies that will be covered in class can be found for only \$20.97 (much cheaper than a text book) at this link:

<https://hbsp.harvard.edu/import/739487>

Students are asked to directly purchase the ‘course pack’ from the Harvard Business site. If you do not have an existing login, you will be asked to sign up for free. You will be given the option to get a hard copy at an additional cost.

1. HBR’s 10 Must Reads ‘On Innovation’. ISBN: 9781633694606.
2. How Pixar fosters Collective Creativity
3. Design Thinking and Innovation at Apple

A video library & additional resources can be found on CANVAS in ‘Modules’

A Harvard Business Publishing ‘course pack’ containing the Case Studies ONLY can be found at:

<https://hbsp.harvard.edu/import/746055>

## COURSE SCHEDULE AND ASSIGNMENTS

DATE	SUBJECT / SCHEDULE	Video Exercise & Case Studies	10 Must Reads 'On Innovation'
WEEK 1 Aug 17	<b>Welcome/Overview/Syllabus Review</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> <li>Opening Assignment due 11.59pm Tuesday</li> <li>(2) Live ZOOM: Wednesday (11am)</li> </ul>	Opening Autobiography	
WEEK 2 Aug 24	<b>What is creativity?</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> <li>Video Exercise #1 due 11.59pm Tuesday</li> <li>Article Questions due 11.59pm Tuesday</li> <li>(2) Live ZOOM: Wednesday (11am) Review Exercise and Article</li> </ul>	Sketch	The Innovation Catalyst
WEEK 3 Aug 31	<b>What is Innovation?</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> <li>Video Exercise #2 due Tuesday 11.59pm</li> <li>Article Questions due 1 Tuesday 11.59pm</li> <li>(2) Live ZOOM: Wednesday (11am): Review Exercise and Article</li> </ul>	Chair Innovation	Stop the Innovation War
WEEK 4 Sept 7	<b>Design Thinking</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am) &amp; Observation Lab</li> <li>Video Exercise due Tuesday 11.59pm</li> <li>Article Questions due Tuesday 11.59pm</li> <li>(2) Live ZOOM: Wednesday (11am): Review Exercise and Article</li> <li>Observation Lab Due Sunday 11.59pm</li> </ul>	Observation Lab	How GE is Disrupting Itself
WEEK 5 Sept 14	<b>Disruptive Innovation + Blue Ocean</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> <li>Video Exercise #3 due Tuesday 11.59pm</li> <li>Article Questions due Tuesday 11.59pm</li> <li>(2) Live ZOOM: Wednesday (11am): Review Exercise and Article</li> </ul>	Mathematical Solution	The Customer-Centered Innovation Map
WEEK 6 Sept 21	<b>Brainstorm 101 &amp; Sketching</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> <li>Video Exercise #4 due Tuesday 11.59pm</li> <li>Article Questions due Tuesday 11.59pm</li> </ul>	30 Circle Challenge	Is it real? Can we win? Is it worth doing?

	<ul style="list-style-type: none"> <li>• (2) Live ZOOM: Wednesday (11am): Review Exercise and Article</li> <li>• Case Study: Pixar due Sunday 11.59pm</li> </ul>	<b>How Pixar Fosters Collective Creativity</b>	
<b>WEEK 7</b> Sept 28	<b>Creative Method #1: Phoenix</b> <ul style="list-style-type: none"> <li>• (1) Live recorded ZOOM: Monday (11am)</li> <li>• Article Questions due Tuesday 11.59pm</li> <li>• (2) Live ZOOM: Wednesday (11am): Breakout Groups (template)</li> <li>• Phoenix Template due Sunday 11.59pm</li> </ul>		Six Myths of Product Development
<b>WEEK 8</b> Oct 5	<b>Creative Method #2: Idea Gen</b> <ul style="list-style-type: none"> <li>• (1) Live recorded ZOOM: Monday (11am)</li> <li>• Article Questions due Tuesday 11.59pm</li> <li>• (2) Live ZOOM: Wednesday (11am): Breakout Groups (template)</li> <li>• Idea Gen Template due Sunday 11.59pm</li> </ul>		Innovation: The classic traps
<b>WEEK 9</b> Oct 12	<b>Creative Method #3: SCAMPER</b> <ul style="list-style-type: none"> <li>• (1) Live recorded ZOOM: Monday (11am)</li> <li>• Article Questions due Tuesday 11.59pm</li> <li>• (2) Live ZOOM: Wednesday (11am): Breakout Groups (template)</li> <li>• SCAMPER Template due Sunday 11.59pm</li> </ul>		Discovery Driven Planning
<b>WEEK 10</b> Oct 19	<b>Creative Method #4: Tempero</b> <ul style="list-style-type: none"> <li>• (1) Live recorded ZOOM: Monday (11am)</li> <li>• Article Questions due Tuesday 11.59pm</li> <li>• (2) Live ZOOM: Wednesday (11am): Breakout Groups (template)</li> <li>• Tempero Template due Sunday 11.59pm</li> </ul>		The Discipline of Innovation
<b>WEEK 11</b> Oct 26	<b>App Prototyping 101</b> <ul style="list-style-type: none"> <li>• (1) Live recorded ZOOM: Monday (11am)</li> <li>• Article Questions due Tuesday 11.59pm</li> <li>• Video Exercise #5 due Tuesday 11.59pm</li> <li>• (2) Live ZOOM: Wednesday (11am): Breakout Groups</li> </ul>	Pizza Box  <b>Design Thinking and Innovation at Apple</b>	Innovation Killers
<b>WEEK 12</b> Nov 2	<b>Prototype Build: Wire Framing</b> <ul style="list-style-type: none"> <li>• (1) Live recorded ZOOM: Monday (11am)</li> <li>• Video Exercise #6 due Tuesday 11.59pm</li> <li>• (2) Live ZOOM: Wednesday (11am): Breakout Groups</li> </ul>	Light Box Puzzle	
<b>WEEK 13</b> Nov 9	<b>Prototype Validation</b> <ul style="list-style-type: none"> <li>• (1) Live recorded ZOOM: Monday (11am)</li> <li>• Video Exercise #7 due Tuesday 11.59pm</li> </ul>	Personal Creative	

	<ul style="list-style-type: none"> <li>(2) Live ZOOM: Wednesday (11am): Breakout Groups</li> </ul>	Reflection Questions	
WEEK 14 Nov 16	<b>Prototype Preparation: Video Editing</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> <li>Video Exercise #8 due 11.59pm Tuesday</li> <li>(2) Live ZOOM: Wednesday (11am): Breakout Groups (template)</li> </ul>	Does Schools Kill Creativity?	
WEEK 15 Nov 23	<b>UPLOAD: Prototype Presentation due Tuesday 11.59pm</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> </ul>		
Nov 25 - 27	<b>THANKSGIVING</b>		
WEEK 16 Nov 30	<b>Prototype Peer Reflection</b> <ul style="list-style-type: none"> <li>(1) Live recorded ZOOM: Monday (11am)</li> <li>Peer Review Assignment due Wednesday 11.59pm</li> </ul>		

The information in this syllabus is subject to change. I will announce changes in class early enough to give you time to meet assignments, etc. It is your responsibility to maintain your schedule, making the changes as necessary. Check your PLNU e-mail and CANVAS regularly.

### ASSESSMENT AND GRADING

Students are expected to attend all class sessions, participate in class activities, complete exams as scheduled, and turn in assignments on time, or risk the loss of points. A group evaluation will occur for all team projects and based on results, up to 20% of project score can be deducted.

Approximate points available are as follows:

Percentage Distribution		Grade scale (%):	
• HBR's 'On Innovation' Questions	150	A = 93-100	C = 73-76
• Video Creative Exercises	100	A- = 92-90	C- = 70-72
• Case Study (2 x 100)	200	B+ = 87-89	D+ = 67-69
• Observation Lab	100	B = 83-86	D = 63-66
• Creative Method Design (4 x 50)	200	B- = 80-82	D- = 60-62
• Prototype Presentation	150	C+ = 77-79	F = 0-59
• Presentation Peer Review	50		
• Online / Group Evaluations	50		
<b>Total Points Available</b>	<b>1000</b>		



## COURSE COMPONENTS

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### 1) **Case Studies**

Students will be assigned two case studies that will address real world scenarios of how creativity is integrated into organizational infrastructure. Students will answer questions as they relate to the organizational forces that influence innovation and development of personal creativity.

### 2) **Article Discussions**

Students will be assigned ten (10) HBR articles to read and respond with key take-a-ways or answer to specific questions posted on the discussion board.

### 3) **Observation Lab**

Students will take part in an observation lab that will involve spending a pre-determined amount of time observing people engaged in a defined space. Students will observe behaviors and begin to categorize them resulting in identifying a problem that occurs at a high frequency. Assumption will be made to determine the fundamental cause of the problem. Following the live lab, students will use the 'design thinking' process to innovate around the problem and produce a solution.

### 4) **Portfolio of Ideas**

Students in assigned groups will choose a defined demographic which will be their target market for the four (4) creative exercises. As a result of performing each creative method, students will complete a template for a new product that will either solve a problem or provide value for their predetermined market. At the completion of this project, each group will have portfolio of four (4) products. One of these products will be chosen as the subject for the next phase: prototyping. A hard copy of the portfolio will be due on the assigned date. (see course schedule and assignments)

### 5) **Prototype Presentation**

As the final project, each creative group will design an App to solve a specific problem within a targeted demographic. The App wire-frame or prototype will be taken and presented to the target market for feedback. Students will explain to directly the problem it is solving or value that is being added. Each will group will film market response and make any necessary changes (pivots) to the app design. The final product including the validating feedback video will be presented as a final exam to the class.

### 6) **Participation/Group Evaluation**

The class will have numerous opportunities for **Online Class & Group Participation** which will require a high level of personal engagement, and interaction by the student. These include the group's work, course lectures, brainstorming exercises and class feedback sessions. A high-level co-operative, positive and engaged participation will be expected and will be graded accordingly.

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## **INCOMPLETES AND LATE ASSIGNMENTS**

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

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## **SPIRITUAL CARE**

Please be aware PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith.

If students have questions, a desire to meet with the chaplain or have prayer requests you can contact the [Office of Spiritual Development](#).

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## **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>

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## **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.

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## **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 PLNU Catalog for further policy information.

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## **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**

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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 Academic 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.

### ***Fully online 3-unit courses only:***

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning.

Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

## **USE OF TECHNOLOGY**

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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](mailto: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**

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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.

## **FAITH INTEGRATION IN THE CLASSROOM / ONLINE**

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I am a Christian who believes that successful businesses can be run with integrity, compassion, and ethics, as well as with sound business principles, and that in fact, they go hand in hand. Your business life can and should be used as a platform to bring others to Christ by your actions. I will teach the course from the point of view that one can lead a life of faith that is founded in God's Word. Often, this path is a more difficult one to follow, but in the end, is the far more rewarding one. With all of the on-going corporate scandals, the world is in great need of forward-thinking, ethical Christian business leaders.