



**Fermanian School of Business**  
**BUS 6078 Applied Innovation**  
**3 Credit Units**

**Fall 2021**

<b>Meeting days:</b> Thursday	<b>Instructor:</b> Dr. Frank Marshall
<b>Meeting times:</b> 5.30 – 8.15pm	<b>Phone:</b> Office: 619-849-3269
<b>Meeting location:</b> Mission Valley Campus	<b>E-mail:</b> fmarshall@pointloma.edu
<b>Additional info:</b>	<b>Office location:</b> Fermanian School of Business.
<b>Final Exam:</b> Dec 16th	<b>Additional info:</b>

**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**

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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**

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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**

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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 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**

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<b>Points Breakdown:</b>		<b>Grade scale:</b>
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	
<b>Total Points</b>	<b>1000</b>	

### **COURSE SCHEDULE AND ASSIGNMENTS**

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**Aug 30, 2021. Week 1 (LIGHT WEEK)**

**Read:** <https://www.strategy-business.com/blog/Two-Simple-Concepts-to-Free-Up-Innovation>

<https://www.strategy-business.com/feature/What-the-Top-Innovators-Get-Right>

**Assignment:** Black and Decker innovated by observing the workforce. Take this week to observe your workplace, where you shop, or eat. Somewhere to observe. What is the one thing you see that should be corrected through innovation?

**Sept 9, 2021 Week 2—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 16, 2021 Week 3—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 23, 2021 Week 4—**

**Read:** Ch 5-9 of The Art of Innovation

**Articles:** Assessing the Organization

IDEO First Iteration of Re-design

**Sept 30, 2021 Week 5—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.

**Oct 7, 2021 Week 6 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 14, 2021 Week 7—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 21, 2021 Week 8—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 28, 2021 Week 9—Darwinator**

**Read:** BioLife Case study

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

Assignment: Create SWOT for BioLife.

**Nov 4, 2021 Week 10 complete the Innovation Tournament and read Drucker**

Innovation Tournament Round 1 complete adding ideas to Darwinator

Read: Discipline of Innovation by Drucker

**Nov 11, 2021 Week 11—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 18, 2021 Week 12—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 25, 2021 Week 13** No Class Thanksgiving

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**Dec 2, 2021 Week 14—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

**Dec 9, 2021 Week 15—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

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**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 16, 2021 Week 16—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.

Assignment: Overcrowded Final Product Show and Tell

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## **SPIRITUAL CARE**

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](mailto:mvchaplain@pointloma.edu) or [gordonwong@pointloma.edu](mailto: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.

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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 Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

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## **PLNU ACADEMIC ACCOMMODATIONS POLICY**

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by

contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester. PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course. Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

### **PLNU ATTENDANCE AND PARTICIPATION POLICY**

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Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in 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. See Academic Policies in the Graduate and Professional Studies Catalog for additional detail.

### **USE OF TECHNOLOGY**

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In order to be successful in your course, 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, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online.

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.