Point Loma Nazarene University
Fermanian School of Business

MGT3081
Creativity & Innovation
3 Credit Units

FALL 2021

Meeting days: Monday / Wednesday	**Instructor:** Dr. Randal P. Schober
Meeting times: 10.55 – 12.10pm	**Phone:** Office: (619) 849-2697 Mobile: (858) 336-2728
Meeting location: FSB 101	**E-mail:** rschober@pointloma.edu
Final Exam: Dec 13th @10.30am	**Office location:** Fermanian School of Business. Rm. 126 **Office hours:** 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

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 and an innovative culture within an organizational structure. The overall impact of ideation and how to implement and/or commercialize an innovative idea will also be addressed.

COURSE LEARNING OUTCOMES

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

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

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/848145

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/848144

COURSE SCEHDULE AND ASSIGNMENTS

DATE	SUBJECT / SCHEDULE	Video Exercise & Case Studies	10 Must Reads 'On Innovation'
Week #1	**Aug 31: Welcome/Overview/Syllabus Review** • Opening Video Assignment **Sept 1: What is creativity?** • Creative Exercise #1	Opening Autobiography	
Week #2	**Sept 8: What is creativity?** • Article Questions	Sketch	The Innovation Catalyst
Week #3	**Sept 13: What is Innovation?** • Creative Exercise #2 • Article Questions **Sept 15: What is Innovation?**	Chair Innovation	Stop the Innovation War
Week #4	**Sept 20: Design Thinking** • Creative Exercise • Article Questions **Sept 22: Observation Lab (No class)**	Observation Lab	How GE is Disrupting Itself
Week #5	**Sept 27: Disruptive Innovation + Blue Ocean** • Creative Exercise #3 • Article Questions **Sept 29: Disruptive Innovation + Blue Ocean**	Mathematical Solution	The Customer-Centered Innovation Map
Week #6	**Oct 4: Brainstorm 101** • Creative Exercise #4 • Article Questions • Case Study: Pixar **Oct 6: Sketching**	30 Circle Challenge **How Pixar Fosters Collective Creativity**	Is it real? Can we win? Is it worth doing?
Week #7	**Oct 11: Creative Method #1: Phoenix** • Article Questions **Oct 13: Creative Teams** • Phoenix Template		Six Myths of Product Development

Week #8	**Oct 18: Creative Method #2: Idea Gen** • Article Questions **Oct 20: Creative Teams** • Idea Gen Template		Innovation: The classic traps
Week #9	**Oct 25: Creative Method #3: SCAMPER** • Article Questions **Oct 27: Creative Teams** • SCAMPER Template		Discovery Driven Planning
Week #10	**Nov 1: Creative Method #4: Tempero** • Article Questions **Nov 3: Creative Teams** • Tempero Template		The Discipline of Innovation
Week #11	**Nov 8: Prototyping part 1 (physical)** • Article Questions • Creative Exercise #5 **Nov 10: Prototyping part 2 (digital)** • Wireframing • App development	Pizza Box **Design Thinking and Innovation at Apple**	Innovation Killers
Week #12	**Nov 15: Prototype Build** • Creative Exercise #6 **Nov 17: Prototype Build**	Light Box Puzzle	
Week #13	**Nov 22: Prototype Validation** • Creative Exercise #7	Personal Creative Reflection Questions	
Week #14	**Nov 29: Prototype Preparation: Video Editing** • Creative Exercise #8 **Dec 1: Creative Teams: Final Prep**	Does Schools Kill Creativity?	
Week #15	**Dec 6: Prototype Presentation** **Dec 8: Prototype Presentation**		
Week #16	**Final: Prototype Peer Reflection (Dec 13th @10.30am)**		

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 (%):	
• Opening Assignment.	20		
• HBR's 'On Innovation' (10x15)	150	A = 93-100	C = 73-76
• Creative Exercises (8 x10)	80	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		
• Participation / Group Evaluations	50		
Total Points Available	1000		

COURSE COMPONENTS

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 categories 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 and build a physical product or digital App to solve a specific problem within a targeted demographic. The physical prototype or App wire-frame 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 suggest possible changes (pivots) to the 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 **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.

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.

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

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 for definitions of kinds of academic dishonesty and for further policy information.

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

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, 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.

USE OF TECHNOLOGY

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

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

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.