

Summer Semester - 2023

Meeting days: Wednesday	Frank Marshall
Meeting times: 6 pm – 8:45 pm	Phone: 619-849-3269
Meeting location: Southwestern College Campus, BLDG 55A-Room 104	E-mail: fmarshal@pointloma.edu
Final Presentation: August 25, 6pm	Office location and hours: TBD
Additional info: Course Resources	Additional info: as arranged

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 understanding of the critical role of leaders in fostering a creative work environment to support innovation. Topics include developing innovative solutions, building an innovative culture, becoming a learning organization, and developing innovation capacity and capability. An emphasis is placed on driving organizational innovation.

COURSE LEARNING OUTCOMES

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

1. Explain innovation and creativity concepts and practices (PLO 1).

2. Exhibit an understanding of the role of leaders in integrating operations, innovations, creativity, and continuous change (PLO 1).
3. Assess an organization's innovation processes (PLO 2).
4. Analyze cultures of innovation that allow for future growth (PLO 2).
5. Collaborate in a team to evaluate innovation practices (PLO 5).

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 (three) unit class delivered over 16 (sixteen) weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Govindarajan, V. (2016). *The Three-Box Solution: A Strategy for Leading Innovation*. United States: Harvard Business Review Press.
2. Van Geest, Y., Malone, M. S., Ismail, S. (2014). *Exponential Organizations: Why New Organizations Are Ten Times Better, Faster, and Cheaper Than Yours (and What to Do About It)*. United States: Diversion Books.

ASSESSMENT AND GRADING

Total Points Value (16 weeks):		Grade Scale:	
• Class Activity	210	A 93-100	C 73-76
• Assignments	310	A- 92-90	C- 70-72
• Discussions	180	B+ 87-89	D+ 67-69
• Challenge	150	B 83-86	D 63-66
• Presentation	150	B- 80-82	D- 60-62
Total	1000	C+ 77-79	F 0-59

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.

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.

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 result 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 the [Academic Honesty Policy](#) in the Graduate and Professional Studies Catalog 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 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 [ADC Academic Policies in the Graduate and Professional Studies Catalog](#) in the Graduate and Professional Studies Catalog for additional detail.

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.

Class Readings:

During the semester, each student will co-lead a discussion with one fellow classmate on an assigned chapter from the course text, which the entire class will have read and thought about prior to the class meeting. Chapters will be assigned during our Week 2 face-to-face class.

READ: Read the assigned chapter(s) from the course textbook.

PREPARE: Consider 3-4 questions that will help start the class discussions that you will co-lead. Be prepared to ask questions that cause the students to consider, digest and analyze the chapter material.

REQUIRED ELEMENTS

- With your assigned classmate, create an outline of the chapter (i.e., Google Docs) and submit to the instructor prior to the presentation.
- Each student shall present relatively equal portions of the chapter
- After presenting the content of the chapter, the remainder of the time is to be used leading class discussion.
- At minimum, the class discussion consists of leading classmates through textbook prompts.

RESEARCH: Additional research is encouraged, but not required.

REQUIRED STANDARDS

- 20-40 minutes (2-30 min. presenting chapter; 20 min. leading discussion)
- Outline is required

Team Assignments

Your team will choose an organization from the following list to study throughout this entire semester.

From time to time, your team will produce segmented one-page reports on various aspects of leading innovation in the organization you choose, culminating in a Final Team Presentation in the last week of the semester (see note following).

Assessment Standards:

In order to produce occasional one-page reports, your team will research information regarding leading innovation within the company you choose. You will study aspects of leading innovation; including the culture of innovation, the 3-Box Balance of the company, and other future or long-term goals of the company.

To create the fabric of an effective assessment, you will research online, read periodicals and news articles, review company profile information, and fully research executive leaders who have oversight of future plans for the organization. You may, if desired, contact organization spokespersons who can speak on behalf of the organization; you may find academic research references and use social media call-outs in various formats to achieve your assessment and conclusion goals.

Additionally, you may use other methods of determining the status of the organization's leading innovation progress, decisions, future plans, and other examining information.

Presentation:

Your team will present a Final Assessment in Week 16 during our Face-to-Face class on August 25. Details for the Presentation can be found in the Week 16 Module as "Final Team Presentation - Organization Assessment."

Choose one of the following organizations: Choose carefully, as you will use the same company for all assignments related to your team presentation.

AirBnB - Expanding into "experiences"

Peloton - "Bringing the gym to your home"

REI - "Closing doors on the busiest shopping day"

CASE STUDY Presentations

Case Study Outline:

Each student will develop a case study based upon a **professional organization** currently in operation and in the regional San Diego County area. You may choose to examine a small, medium or large-sized organization. You have the creative freedom to design the case study as you would like; however, your main objective will be to search for and evaluate innovative leaders and practices within the organization you examine.

This assignment will be delivered to your peers; with each student delivering one case study per semester. At least one or more case studies will be offered weekly, depending on the number of students in the course. Your case study should not be a personal story; therefore, your study will not include organizations owned or led by family members, any place you now or formerly worked, or any organization to which you have a personal connection.

Overview of your Case Study:

1. Using the framework of "leading innovation," search for an organization that interests you. Consider what elements of the organization draw your interest and why. Does this company have a captivating product? Is this a "tech forward" company? Does the company engage consumers or followers by intriguing social media posts? Is the organization literally or figuratively building something? What about this company suggests "innovation"?
2. Conduct research into the company via an internet search: look for indicators of forward-looking statements, innovative ideas/techniques, products or services. Read about and research the senior executives within the organization, if possible.
3. If desired (optional), arrange an interview with a leader within the company to dive into further research.
4. Find out the "why" behind the innovative characteristics or future plans of the organization.
5. Avoid using companies that engage in questionable, immoral practices or those that focus on selling addictive products (alcohol, tobacco, cannabis, etc.)

Read: Gather primary insight into the "culture of innovation" from the resource materials in this course.

Present your Case Study:

In a one-page overview, develop the reason why you chose your organization to study, how the company is practicing innovation, ways in which the leaders are tackling innovation, etc. Include your own observations about the company and whether or not you believe the organization will be successful in innovative attempts.

Engage your Peers (suggested questions follow or make up your own):

1. Do you believe this organization has leaders who lead innovation? Why/why not?
2. What might be a challenge for the company?
3. What type of evidence is there to suggest the company will be successful going forward with innovation?
4. What are some recommendations you would make for this organization?

Required Elements:

- A written 1-page Case Study to be submitted BEFORE to the instructor before your presentation
- Copies of your Case Study to distribute to students AFTER you offer the study.
- Facilitation of class discussion: You will lead in asking your questions of the class and provide a conclusion, as needed.
- Your presentation and discussion must be at least 20-25 minutes in length.

Guide the group discussion during class.

FINAL CHALLENGE & FINAL PRESENTATION POLICY

Successful completion of this class requires active participation in the final Challenge and final Presentation **on the scheduled dates for each**. No requests for alternative dates will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

DATE PRESENTED	WHAT IS INNOVATION?	ASSIGNMENT DUE DATE
WEEK 1	***PLEASE NOTE: NO CLASS THIS WEEK*** Online Discussion: What Does Your DNA Say?	May 14

DATE PRESENTED	LEADING INNOVATION: A SIMPLE FRAMEWORK	ASSIGNMENT DUE DATE
WEEK 2	Read: <i>The 3-Box Solution</i> (Ch. 1) Co-Chair Chapter Presentation: #1 Case Studies: #1 Video & Online Analysis Organization Assessment Assignment (Teams)	May 18

DATE PRESENTED	LEADING INNOVATION: CREATING THE FUTURE	ASSIGNMENT DUE DATE
WEEK 3	Read: <i>The 3-Box Solution</i> (Ch. 2) Co-Chair Chapter Presentation: #2 Case Studies: #2 Online Discussion: "Creating the Future"	May 25 May 26-29
DATE PRESENTED	LEADING INNOVATION: ASSESSING AN ORGANIZATION	ASSIGNMENT DUE DATE
WEEK 4	Online Reflection: Highlights of Speaker Session Organization Assessment 1 – <i>Initial Overview</i> Online Discussion: "Obstacles vs. Challenges" Team Competition Challenge Assignment	June 2 June 5 June 2-5
DATE PRESENTED	LEADING INNOVATION: THREE TRAPS	ASSIGNMENT DUE DATE
WEEK 5	Read: <i>The 3-Box Solution</i> (Ch. 3) Co-Chair Chapter Presentation: #3	June 8 June 12

	Case Studies: #3 Organization Assessment 2 – <i>Culture of Innovation</i> Online Discussion: “Why Not Innovate?”	June 9-12
DATE PRESENTED	LEADING INNOVATION: VISION, VIABILITY & VALUE	ASSIGNMENT DUE DATE
WEEK 6	Read: <i>The 3-Box Solution</i> (Ch. 4) Co-Chair Chapter Presentation: #4 Case Studies: #4 5-Step Video Analysis Read: <i>The Discipline of Innovation</i> & Online Analysis	June 15 June 15 June 15 June 17 June 19
DATE PRESENTED	LEADING INNOVATION: PRESERVATION, DESTRUCTION & CREATION	ASSIGNMENT DUE DATE
WEEK 7	Read: <i>The 3-Box Solution</i> (Ch. 5) Co-Chair Chapter Presentation: #5 Case Studies: #5 Online Discussion: “Sharing Best Practices” Organization Assessment 3 – <i>Balanced or Not?</i>	June 22 June 22 June 22 June 23-26 June 26
DATE PRESENTED	LEADING INNOVATION: LEADERSHIP BEHAVIORS	ASSIGNMENT DUE DATE
WEEK 8	Read: <i>The 3-Box Solution</i> (Ch. 6) Co-Chair Chapter Presentation: #6 Case Studies: #6 Online Discussion: “Managing through Ambiguity”	June 29 June 29 June 29 June 30-July 3

	Organization Assessment 4 – <i>Leadership #1-6</i>	July 3
DATE PRESENTED	LEADING INNOVATION: WHY NOT?	ASSIGNMENT DUE DATE
WEEK 9	***PLEASE NOTE: NO CLASS THIS WEEK***	
DATE PRESENTED	EXPONENTIALLY SPEAKING: CREATING AN ExO	ASSIGNMENT DUE DATE
WEEK 10	Read: <i>Exponential Organizations</i> (Ch. 3) Co-Chair Chapter Presentation: #7 Case Studies: #7 Online Discussion: “MTP Attributes”	July 13 July 13 July 13 July 14-17
DATE PRESENTED	EXPONENTIALLY SPEAKING: FACTORS OF EXPONENTIAL ORGANIZATIONS	ASSIGNMENT DUE DATE
WEEK 11	Read: <i>Exponential Organizations</i> (Ch. 5) Co-Chair Chapter Presentation: #8 Case Studies: #8 Organization Assessment 5 – <i>ExO or Not?</i>	July 20 July 20 July 20 July 24
DATE PRESENTED	EXPONENTIALLY SPEAKING: COMPOSING, VALIDATING & ESTABLISHING AN INNOVATIVE ORGANIZATION	ASSIGNMENT DUE DATE
WEEK 12	Read: <i>Exponential Organizations</i> (Ch. 6) Co-Chair Chapter Presentation: #9 Case Studies: #9 Online Discussion: “Composing an ExO Team” Team Challenge Check-Up	July 27 July 27 July 27 July 28-31 July 31

DATE PRESENTED	EXPONENTIALLY SPEAKING: TRANSFORMING LEADERSHIP	ASSIGNMENT DUE DATE
WEEK 13	Read: <i>Exponential Organizations</i> (Ch. 8) Co-Chair Chapter Presentation: #10 Case Studies: #10 Video: How to Make a Cultural Transformation & Online Analysis Top3! Reflection	August 3 August 3 August 3 August 7 August 7
DATE PRESENTED	EXPONENTIALLY SPEAKING: COMMUNITY & CROWD	ASSIGNMENT DUE DATE
WEEK 14	Read: <i>Exponential Organizations</i> (Appendix A) Co-chair Chapter Presentation: #11 Case Studies: #11 Online Discussion: Five Bullet Points	August 10 August 10 August 10 August 11-14
DATE PRESENTED	TEAM CHALLENGE PRESENTATIONS	ASSIGNMENT DUE DATE
WEEK 15	Team Competition Challenge - Presentations	August 18
DATE PRESENTED	FINAL ORGANIZATION ASSESSMENTS	ASSIGNMENT DUE DATE
WEEK 16	Final Team Presentations – Organization Assessment Online Discussion: Final Course Reflection	August 25

