Summer Semester - 2024

Meeting days: Tuesday	**Instructor title and name:** Karen Pascoe
Meeting times: 6pm – 8:45pm	**Phone:** 916-749-5133
Meeting location: Mesa College Campus	**E-mail:** kpascoe@pointloma.edu
Final Presentation: August 20, 6pm	**Office location and hours:** Upon Request
Additional info: Course Resources	**Additional info:** Online, Phone or 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 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 (BBA: PLO 1); (BAOL: PLO 1).
2. Exhibit an understanding of the role of leaders in integrating operations, innovations, creativity, and continuous change (BBA: PLO 1); (BAOL: PLO 1).
3. Assess an organization's innovation processes (BBA: PLO 2); (BAOL: PLO 1).
4. Analyze cultures of innovation that allow for future growth (BBA: PLO 2); (BAOL: PLO 1)
5. Collaborate in a team to evaluate innovation practices (BBA: PLO 5); (BAOL: PLO 4)

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. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 112.5 total hours meeting the course learning outcomes. The time estimations are provided in the Canvas modules.

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):		Course Grade Scale:		
• Class Activity	220	A 93-100		C 73-76
• Assignments	280	A- 92-90		C- 70-72
• Case/Chapter Studies	130	B+ 87-89		D+ 67-69
• Discussions	220	B 83-86		D 63-66
• Assessment/	150	B- 80-82		D- 60-62
Presentation		C+ 77-79		F 0-59
Total:	1,000			

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.

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) to generate ideas, but you are not allowed to use AI tools to generate content (text, video, audio, images) that will end up in any work submitted to be graded for this course. If you have any doubts about using AI, please gain permission from the instructor.

CONTENT WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive various types of information. In *Leading Innovation*, all of the class content, including that which may be intellectually or emotionally challenging, has been intentionally curated to achieve the learning goals for this course. The decision to include such material is not taken lightly. These topics may include ideation, innovation, and the use of artificial intelligence. If you encounter a topic that is intellectually challenging for you, it may be manifested in feelings of discomfort or disquiet. In response, I encourage you to come talk to me, friends, or your family about it. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of leading innovation in business and I will support you throughout your learning in this course.

TRIGGER WARNING

I acknowledge that each of you comes to PLNU with your own unique life experiences. This contributes to the way you perceive several types of information. In *Leading Innovation*, we will cover a variety of topics, some of which you may find triggering. These topics include currently unknown innovative exploration and previously untried processes that may lead to innovative solutions. Each time these topics appear in a reading or unit, it is marked on the syllabus. The experience of being triggered versus intellectually challenged are different. The main difference is that an individual must have experienced trauma to experience being triggered, whereas an intellectual challenge has nothing to do with trauma. If you are a trauma survivor and encounter a topic in this class that is triggering for you, you may feel overwhelmed or panicked and find it difficult to concentrate. In response, I encourage you to take the necessary steps for your emotional safety. This may include leaving class while the topic is discussed or talking to a therapist at the Counseling Center. Should you choose to sit out on discussion of a certain topic, know that you are still responsible for the material; but we can discuss if there are other methods for accessing that material, and for assessing your learning on that material. Class topics are discussed for the sole purpose of expanding your intellectual engagement in the area of leading innovation in business and I will support you throughout your learning in this course.

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars, we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice-free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

You may report an incident(s) using the Bias Incident Reporting Form.

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office. If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end we provide resources for our Graduate and Adult Undergraduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times

across the week. If you have questions, a desire to meet, or would like to share a prayer request, please email mvchaplain@pointloma.edu.

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.

GPS ACADEMIC RESOURCES

PLNU offers the following free academic virtual resources for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- **The GPS Writing Center** offers:
    - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
    - **One-to-one appointments** with the Writing Coach
    - **Microlearning YouTube Video Library** for helpful tips anytime
    - **Research Help Guide** to help you start your research
    - The physical office is located on the third floor of the **Mission Valley Regional Center** off the student lounge
- **Academic Writing Resources Course:** Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. **Watch a quick video run-through** and take time now to explore!
- **Tutoring**: Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.

We are here to support you! Contact us anytime: **GPSWritingCenter@pointloma.edu**

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, 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 Adult Undergraduate Academic and General Policies for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

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.

COURSE MODALITY DEFINITIONS

1. In-Person: Course meetings are face-to-face with no more than 25% online delivery.

2. Online: Coursework is completed 100% online and asynchronously.

3. Online Synchronous: Coursework is completed 100% online with required weekly online class meetings.

4. Hybrid: Courses that meet face-to-face with required online components.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Face-to-Face BBA/BAOL Courses:

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

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 withdrawal date or, after that date, receive an "F" grade.

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.

Refer to Academic Policies for additional detail.

Synchronous Attendance/Participation Definition

For synchronous courses that have specific scheduled meeting times (including in-person, hybrid, and synchronous online courses), absences are counted from the first official meeting of the class, regardless of the date of the student's enrollment. For courses with specific attendance requirements, those requirements are outlined in the course syllabus.

Online Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

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. Please note that any course with online proctored exams requires 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 PRESENTATION POLICY

Successful completion of this class requires fully participating in the study and research, presentation preparation, and the final presentation on the scheduled day.

COURSE SCHEDULE AND ASSIGNMENTS

DATE PRESENTED	WHAT IS INNOVATION?	ASSIGNMENT DUE DATE
WEEK 1	**No Face-to-Face Class** Video Analysis - Online Discussion	May 8 – 11

DATE PRESENTED	LEADING INNOVATION – A SIMPLE FRAMEWORK	ASSIGNMENT DUE DATE
WEEK 2	Innovators Practicum – Do You Have the Imagination of an Innovator? Read Chapter 1 – Three Box Solution Video Analysis – Online Discussion	May 14 May 14 May 15-18

DATE PRESENTED	LEADING INNOVATION: CREATING THE FUTURE	ASSIGNMENT DUE DATE
WEEK 3	Read Chapter 2 – Three Box Solution Online Discussion: Creating the Future	May 21 May 22-May 25

DATE PRESENTED	LEADING INNOVATION: ASSESSING AN ORGANIZATION	ASSIGNMENT DUE DATE
WEEK 4	Weekly Case Study Facilitator Weekly Chapter Overview #1 Online Discussion: Obstacles v. Challenges Organization Assessment #1 – Initial Overview	As assigned As assigned May 29-June 1 June 2

DATE PRESENTED	LEADING INNOVATION: THREE TRAPS	ASSIGNMENT DUE DATE
WEEK 5	Read Chapter 3 – Three Box Solution Weekly Case Study Facilitator Weekly Chapter Overview #1 Online Discussion: Why Not Innovate? Organization Assessment #2 – Culture of Innovation	June 4 As assigned As assigned June 5 – 8 June 9

DATE PRESENTED	LEADING INNOVATION: VISION, VIABILITY & VALUE	ASSIGNMENT DUE DATE
WEEK 6	Read Chapter 4 – Three Box Solution Innovators Practicum: In-Class Session Weekly Case Study Facilitator Weekly Chapter Overview #1	June 11 June 11 As assigned As assigned

	Online Discussion: Discipline of Innovation	June 12-15

DATE PRESENTED	PRESERVATION, DESTRUCTION & CREATION	ASSIGNMENT DUE DATE
WEEK 7	Read Chapter 5 – Three Box Solution	June 18
	Weekly Case Study Facilitator	As assigned
	Weekly Chapter Overview #1	As assigned
	Online Discussion: Sharing Best Practices	June 19-22
	Organization Assessment 3 – Balanced or Not?	June 23

DATE PRESENTED	LEADERSHIP BEHAVIORS	ASSIGNMENT DUE DATE
WEEK 8	Read Chapter 6 – Three Box Solution	June 25
	Weekly Case Study Facilitator	As assigned
	Weekly Chapter Overview #1	As assigned
	Online Discussion: Managing Through Ambiguity	June 26-29
	Organization Assessment 4 – Leadership #1-6	June 30

DATE PRESENTED		ASSIGNMENT DUE DATE
WEEK 9	**No Class This Week – Happy July 4th!**	

DATE PRESENTED	EXPONENTIALLY SPEAKING – CREATING AN ExO	ASSIGNMENT DUE DATE
WEEK 10	Read Chapter 3 – Exponential Organizations	July 9
	Innovators Practicum: In-Class Session	July 9
	Weekly Case Study Facilitator	As assigned
	Weekly Chapter Overview #2	As assigned
	Online Discussion: MTP Attributes	July 10-13

DATE PRESENTED	FACTORS OF EXPONENTIAL ORGANIZATIONS	ASSIGNMENT DUE DATE
WEEK 11	Read Chapter 5 – Exponential Organizations	July 16
	Weekly Case Study Facilitator	As assigned
	Weekly Chapter Overview #2	As assigned
	Organization Assessment – ExO or Not?	July 21

DATE PRESENTED	COMPOSING, VALIDATING & ESTABLISHING	ASSIGNMENT DUE DATE
WEEK 12	Read Chapter 6 – Exponential Organizations	July 23
	Innovators Practicum: In-Class Session	July 23
	Weekly Case Study Facilitator	As assigned
	Weekly Chapter Overview #2	As assigned
	Online Discussion: Composing an ExO Team	July 24-27

DATE PRESENTED	TRANSFORMING LEADERSHIP	ASSIGNMENT DUE DATE
WEEK 13	Read Chapter 8 – Exponential Organizations	July 30
	Innovators Practicum: In-Class Session	July 30
	Weekly Case Study Facilitator	As assigned
	Weekly Chapter Overview #2	As assigned
	Online Discussion: How to Make a Cultural Transformation	July 31-Aug 3

DATE PRESENTED	COMMUNITY & CROWD	ASSIGNMENT DUE DATE
WEEK 14	Read Appendix A – Exponential Organizations	August 6
	Weekly Chapter Overview #2	As assigned
	Organization Assessment: Multiple Choice Q & A	August 11

DATE PRESENTED	THE PITCH & PRESENTATION	ASSIGNMENT DUE DATE
WEEK 15	Assessment & Presentation Preparation	August 13
	Innovators Practicum: In-Class Session	August 13
	Pitch Your New Business to an Investor	August 17

DATE PRESENTED	FINAL ASSIGNMENT	ASSIGNMENT DUE DATE
WEEK 16	Assessment & Presentation	August 20