

# RADFORD UNIVERSITY

## MGNT 630

### High Performance Innovation: Innovative People, Processes, and Organizations

Scheduled Meeting Times: Online

*"Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service. It is capable of being presented as a discipline, capable of being learned, capable of being practiced. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation. And they need to know and to apply the principles of successful innovation." Peter F. Drucker, "The Father of Modern Management"*

**INSTRUCTOR:** Dr. Jerry Kopf  
**OFFICE:** COBE 388

**TEL:** 831- 5075  
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**Scheduled Meeting Times:** We will have a Zoom meeting each week on Wednesday from 6:30- 7:45. You should make every effort to attend and participate in the Zoom classes. If you are unable to attend a specific meeting they will be recorded, and the recordings will be available on D2L. The Ebook and assignments are described in this syllabus. Once you have the book, everything you need to know or do is on D2L. First, read the syllabus carefully, then read the overview on D2L, click on Getting Started, and then follow the instructions for each module.

**OFFICE HOURS:** You may contact me by email or set up a time for an online chat in Zoom. Feel free to ask questions about class material or assignments that are not clearly and fully understood. I am also open to suggestions to help facilitate your learning by adapting to your learning style. Please make suggestions you feel would help you in the course.

This syllabus is in no way "written in stone." If the need arises to adjust the content of the course or the grading process, the instructor reserves the right to do so. It is the student's responsibility to check their **RU** email daily. If announcements are sent out by RU email, then it is assumed the student is aware of those announcements. You must use your RU email when emailing me. Email from other sources often gets caught in my junk folder. I will try to respond to all emails within 48 hours. If you have not heard from me in 48 hours send it again so it gets back to the top of my email.

**PREREQUISITES:** A desire to become a more effective innovator and manager

#### REQUIRED MATERIALS:



#### Additional product details

Author(s): Donald F. Kuratko; Michael G. Goldsby; Jeffrey S. Hornsby  
Publisher: Taylor Francis, Copyright year: 2018, Pages: 362  
eText: 9780429951015, 0429951019

The Ebook is available at a number of Ebook sites. I personally like google books and the link to the book on Google books is: [https://www.google.com/books/edition/\\_/TjZ7DwAAQBAJ?hl=en&gbpv=0](https://www.google.com/books/edition/_/TjZ7DwAAQBAJ?hl=en&gbpv=0)

A hardcopy is **NOT** required but it is widely available in both paperback, kindle, and hardcopy formats.

**Harvard Innovator's DNA Assessment:**

- You are required to take the DNA assessment (cost to RU students \$25) which can be found at the following website:
- **Link:**
  - [https://assessments.innovatorsdna.com/register/Radford\\_University](https://assessments.innovatorsdna.com/register/Radford_University)
- **Registration Key:**
  - radford\_university\_assessment\_2017
- Instructions for this assignment are on D2L

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**COURSE PURPOSE:** The mission of the College of Business and Economics is to provide an active learning environment that develops analytical and innovative business professionals for a dynamic global economy. The purpose of this course is to implement that mission within the context of the MBA by providing future managers a state-of-the-art framework for understanding, practicing, and managing innovation.

**Learning Technologies:** The primary website for this course is the RU D2L website. I will make extensive use of Desire2Learn. You will find everything you need for this course on the site. This includes course information, project details, lecture slides, assignments, quizzes, exams, grade information, and more. Make a practice of checking for updates regularly. If you have not used D2L before, start by clicking on the tutorial link on the D2L home page [https://learn.radford.edu/shared/le\\_basics\\_videos/index.htm](https://learn.radford.edu/shared/le_basics_videos/index.htm). After completing the tutorial click on Getting Started and follow the instructions. You can also use Kaltura, the video streaming service (like YouTube) that you can use to create and upload videos to share with others in the course. Video tutorials (closed captioned for accessibility!) are available at this link. <https://php.radford.edu/~knowledge/lore/article.php?id=526>. In general, instructions for specific assignments are included in the description of the drop box or discussion group. I have also provided work space for each team on D2L.

***Important Note:***

*In the event of a University-wide emergency, course requirements, classes, deadlines and grading policies and procedures are subject to change. Potential changes that could occur include alternative delivery methods, alternative methods of interaction with the instructor, accessing class materials and/or classmates, a revised attendance policy, and a revised semester calendar and/or grading schedule. In the case of a University-wide emergency, please refer to the RU Homepage ([www.radford.edu](http://www.radford.edu)) for more information. I will attempt to update course information as soon as possible on the course D2L page and via email.*

**COURSE DESCRIPTION:** Organizations are increasingly aware of the fact that they must create value through continuous innovation if they wish to retain a competitive advantage. This course focuses on how organizations identify, recruit, retain, and motivate innovative individuals; develop and use innovative processes; manage high-performance innovation teams; and create a culture and climate that encourages innovation. Finally, the course will enhance the skills needed to convert innovations into successful business models.

**GOALS AND OBJECTIVES:**

You will be able to:

1. Formulate, evaluate and select innovative solutions to optimize business performance.
2. You will identify processes that enhance innovation competencies
3. Apply innovation process tools to actual innovation challenges
4. Derive recommended courses of action based on innovative solutions.
5. Apply innovation techniques to formulate solutions to business problems
6. Evaluate components of an innovative organizational culture and explain the management systems required to develop and sustain such a culture.
7. Demonstrate skills needed to select innovation solutions to optimize organizational performance

**MAJOR TOPICS**

The course is divided into 7 major modules:

- The Innovative Strategy
- The Innovative Individual

- The Innovative Manager
- The Innovation Process
- The Innovative Team
- The Innovative Organization and
- Implementing Innovation

### The Innovative Strategy

The Big Problems Motivating Organizations to Innovate  
 Innovation as the Source of Sustained Value Creation, Competitive Advantage and Organizational Success  
 The Role of Innovation in Driving Least Cost or Differentiation Strategies  
 Drucker's Drivers (Sources) of Innovation  
 Keely, et al.'s Ten Types of Innovation  
 Radical, Incremental, and Disruptive Innovation  
 Blue Sky, Red Ocean Strategies  
 The Critical Elements of Innovation Driven Strategy  
 Obstacles to Organizational Innovation  
 Sustaining Corporate Innovation  
 The Innovator's Dilemma: Trying to Time the S Curve Wave

### Innovative Individuals

Innovative Thinking  
 The Concept of Innovation  
 The Nature of Creativity  
 The Elements of Creativity  
 The Creative Process  
 The Innovative Mind-Set in Individuals  
 Personality and other individual level characteristics of Innovators  
 Identifying, recruiting, and retaining innovative people  
 Managing Innovative Individuals  
 Enhancing Innovation at Work

### The Innovative Manager

The Innovative Manager's Mindset: Embracing change  
 Adaptors vs. Innovators  
 Idea Explorers vs. Market Creators  
 The Leadership Imperative – Leading Innovative Organizations  
 The Critical Management Attitudes and Skills

### The Innovative Team

The Importance of Teams in High Innovation Organizations  
 The Characteristics of High Performance Innovation Teams  
 Forming, Developing, and Managing Innovation Teams  
 Types of Teams  
 Critical Success Factors at each Team Stage  
 Personality Types and Their Implications for Innovation Teams  
 Critical Interpersonal Skills: Communication, Conflict Resolution, and Decision Making  
 Managing Change  
 Issues in Implementing a Team Based Organization

### Innovation Processes

Approaches to Innovation  
 Sources of Opportunity  
 The Design-Thinking Process

Design Misconceptions  
 Elements of Design Thinking  
 Design Guidelines  
 Iterations: The Secret Sauce  
 Rapid Prototyping: Fail to Learn  
 Design Driven Innovation  
 The Stages of Design Driven Innovation  
 Value Proposition Design

The Innovative Organization

Assessing Innovational Readiness in Organizations  
 Improving the Firm’s Innovation Readiness  
 Developing and Innovation Culture  
 Designing Innovation Structures and Process  
 Developing High Involvement Organization  
 HR in High-Performance Innovative Organizations– Performance Evaluation, Reward Systems, Training  
 Managing Open Innovation and Co-creation  
 Innovation and the Corporate Budgeting Process  
 Crowdsourcing Innovation  
 Developing Supportive Policies and Procedures  
 Innovation, Risk Taking, and Proactiveness  
 Other Organizational Level Issues

Implementing Innovation

Innovation to Commercialization  
 Effective Innovation Business Models and Plans  
 The Business Canvas Model  
 Business Model Generation  
 Accelerating Momentum – The I-Solution

**GRADING: Opportunities to earn points:**

<u>Activity (i)=individual assignment</u>	<u>Points</u>
(i) Self-Assessment and Skills Development Project	40
(i) Final Exam	100
(i) Innovative Companies	100
<b>Total Possible Points</b>	<b>240</b>

Letter Grade as a Percentage of Total Possible Points in Course

A: ≥ 90%    B: 80%-89%    C: 70%-79%    D: 60%-69%    F: < 60%

Final Exam – (i) 100 points

Exams will cover readings, videos, lectures and other material in each module. The exams will consist of multiple-choice, short case, and short essay questions.

**Self-Assessment and Skills Development Project (i) 40**

Early in the semester each student will take the online self-assessment. After completing the assessment each student will receive personalized suggestions on what they can do to enhance their abilities in each of the critical competency areas. The students will provide a short summary of what they learned from the assessment and develop a plan for implementing the suggestions (maximum of two pages) and, at the end of the semester; they will prepare a short written report on what they did and how much impact they believe their efforts had (maximum 1 page). The assessment, action plan, and report will be turned in using the appropriate drop boxes on D2L.

- **Link:**
  - [https://assessments.innovatorsdna.com/register/Radford\\_University](https://assessments.innovatorsdna.com/register/Radford_University)
- **Registration Key:**
  - radford\_university\_assessment\_2017

### **Innovative Companies Project (g) – 100**

One way to better understand innovation is by studying innovative companies. Each year Forbes produces a list of the world’s most innovative companies - <http://www.forbes.com/innovative-companies/list/>. You might want to examine the methodology they use to rank the companies and see if you believe it is valid or useful. You might also note how many are not U.S. companies.

1. Each person will pick one of the top 50 companies to study this semester. Pick a company with is lots of publicly available information (articles, books, movies). For three of the major blocks of material (Innovative Individuals, Innovative Processes, and Innovative Organizations) each person will complete a short summary (no more than 1 page each) on how the concepts covered in that section do or do not relate to their company. Based on your research, how do the companies manage each of the topics included in the outline for each of the three areas? For example, how do they go about attracting, developing, and retaining innovative individuals? What type of innovation processes do they use? What HR practices, leadership styles, etc. facilitate the development of innovative organizations?
2. You must pick one company that is being disrupted by the innovative company. Use your innovation competencies to develop an action plan as to how the company should respond. What innovations in their products or business model should they adopt to respond to the threat? What should their strategy be? What are the challenges and how will they overcome those challenges? By the due date at the end of the semester develop a short report, no more than 5 pages summarizing your research and recommendations, and drop the report in the appropriate drop box on D2L.

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## **POLICIES**

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**REPORT POLICIES:** All work for this class will be presented in Management Acceptable Format. This means that all papers will be CORRECT for grammar, spelling, punctuation, and typing style. (See <http://www.wsu.edu/~brians/errors/errors.html> for common errors.) Your work will be graded for BOTH content and appearance. Use APA for all reports. Avoid plagiarism. Your library provides an excellent guide to understanding and avoiding plagiarism (<http://lib.radford.edu/Tutorial/XI/plag.asp>). I encourage you all to read this carefully. Cases of plagiarism will be dealt with severely. All written work MUST be in TYPED form--12 point pitch, double spaced, 1-inch top, bottom, and side margins, 8 1/2 by 11 inch paper..

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**ATTENDANCE POLICY:** Students are expected to actively participate in each Zoom session. If there are emergencies and the student cannot participate recordings of the class will be available on D2L. Students are expected to check their email daily, assume responsibility for knowing when online assignments are due and submitting them on time, and actively engaging with their team members on group assignments. ***There will be no extensions for any assignments for any reason.***

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**DISABILITY ACCOMODATIONS:** Students seeking academic accommodations under the Americans with Disabilities Act must register with the Center for Accessibility Services (CAS) to determine eligibility. Students qualified for academic accommodations will receive accommodation letters and should meet with each course

professor during office hours, to review and discuss accommodations. For more information, call 540-831-6350.

### Steps to Register with the Center for Accessibility Services

- Complete a [Student Registration Form \(PDF\)](#).
- Complete a [Request for Accommodations Form \(PDF\)](#).
- Submit medical documentation from your provider according to our [documentation guidelines \(PDF\)](#).

Upon receipt of the above information, a disability services specialist will contact the student to schedule a meeting (telephone or in-person) to discuss accommodations. Center for Accessibility Services' registration forms and/or medical documentation can be provided to the office by email, fax or in person at the CAS office. If accommodations were assigned in high school, it is highly suggested that students register with the CAS and use accommodations from the first semester in college.

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**HARRASSMENT POLICY:** Sexual or racial harassment will not be tolerated in the classroom. If you have a complaint, please inform me, then the Management Department Chair, the College of Business and Economics Dean, or the RU Office of Human Resources.

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**ACADEMIC INTEGRITY:** By accepting admission to Radford University, each student makes a commitment to understand, support, and abide by the University Honor Code without compromise or exception. Violations of academic integrity will not be tolerated. This class will be conducted in strict observance of the Honor Code. Refer to your Student Handbook for details. Any CHEATING in this course will result in an F for the course and recommended mandatory suspension from the university. **All students in online sections must use ProctorU for major exams.** Details and instructions will be provided prior to exams. It is the students responsibility to insure their computer meets all ProctorU requirements.

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**PROFESSIONAL EXPECTATIONS:** At this stage of your scholastic career you will be treated as a professional employee. Oral and written communication skills are very valuable to top-level managers. Typographical and grammatical errors are not acceptable in submitted written work. Professional behavior is expected in all emails and online chat sessions. Make sure you are dressed professionally, at least business casual, when recording presentations.

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**Assignments  
MGNT 630  
Dr. Kopf**

Date: 2014	TEXT – Innovation Acceleration		Projects and other Readings
	Chapter	Topic	
<b>Week 1</b>		<b>The Innovative Strategy</b>	
	1	<i>Understanding the Innovative Mindset</i>	Read the syllabus and obtain the Ebook, Pick Innovative Company
	2	<i>The Process of Corporate Innovation</i>	Complete the Innovator's DNA assessment
<b>Week 2</b>		<b>The Innovative Individual</b>	
	3	<i>Unleashing Individual Creativity</i>	Innovator's DNA Self Development Action Plan Due
		<b>The Innovative Manager</b>	
	4	<i>Managerial Skills for the Innovation Process</i>	
<b>Week 3</b>		<b>The Innovation Process</b>	
	5	<i>The Design Thinking Process</i>	
	6	<i>Design-Driven Innovation</i>	
		<b>Innovative Team</b>	
	9	<i>Teams-Based Innovation</i>	
<b>Week 4</b>		<b>Innovative Organizations</b>	
	7	<i>Auditing Organizational Innovation</i>	
	8	<i>HR in Corporate Innovation</i>	
<b>Week 5</b>		<b>Implementing Innovation</b>	
	10	<i>Innovation to Commercialization</i>	
	11	<i>Effective Innovation Plans</i>	
	12	<i>Accelerating Momentum – The I-Solution</i>	
<b>Week 6</b>		<b>Completing a Business Model</b>	
			Innovative Company Report Due
			Self-Assessment and Skills Enhancement Report Due
<b>Final Exam</b>		<i>Online Respondus Monitor required</i>	