

Syllabus – Bus Mgt 4240 Managing Innovation - Spring 2018

Wednesday and Friday, 3:55 – 5:15 pm, Converse Hall 139

A. Course Description and Objectives

Innovation is rapidly becoming one of the key enablers to success for firms and individuals. This course is about innovation and the technological know-how behind it. Using course content, collaboration, and projects, we will explore how managing innovation can improve your odds for success answering questions like:

- Are the best innovators born with these skills or can they be developed?
- Why do some new ideas “take-off” and others don’t?
- What process and practices do innovative firms use that lead to success?

As a result of taking this course, students will develop an informed foundation for managing innovation and have hands-on experience applying their lessons. After completing this course, students can be expected to:

- Explain:
 - Drivers, sources, and types of innovation
 - The role of strategy, organizations, and teams in innovation
 - The impact of industry process, standards, and timing
- Know how to:
 - Collaborate with customers and suppliers when developing new ideas
 - Source, value and select innovation projects
 - Manage new product development teams and projects
 - Launch and protect innovative products and processes

B. Course Instructor

Steve Lundregan, Senior Lecturer in Management Sciences and Associate Director of Strategy for the Center for Operational Excellence

Office hours: Fisher 648; Wednesday, 2:30 to 3:30 pm and by appointment

Email: Lundregan.5@osu.edu

Steve Lundregan teaches operations management, service operations, and innovation courses and was awarded the Undergraduate Program Teaching Award in 2013. His areas of expertise include leadership, strategy, operations and innovation.

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Steve joined the Fisher in 2012 after three decades of industry leadership experience. Steve led marketing, strategy, and operations at Nationwide Insurance where he formulated and implemented innovative growth and performance improvement strategies for this Fortune 100 financial services firm.

Steve earned his BA in economics and MBA from The Ohio State University and holds Chartered Property Casualty Underwriter (CPCU) and Chartered Life Underwriter (CLU) professional insurance designations.

C. Course Materials

Students need three (3) things for this course:

1. **The Text:** *Managing Innovation: Text and Articles Bus Mgt 4240*

One customized text contains all reading material needed for this class. Sources for selected readings include Strategic Management of Technological Innovation, Fifth Edition by Melissa Schilling and other published articles listed the Course Schedule.

You can purchase this book directly from McGraw Hill:

a. eBook student purchase URL:

<https://create.mheducation.com/shop#/catalog/details/?isbn=9781308960326>

Title: Managing Innovation: Text and Articles Bus Mgt 4240

(Note: URL may not work with all browsers.)

b. Or at the OSU Bookstore:

Print book Bookstore **ISBN: 9781308960289**

Title: Managing Innovation: Text and Articles Bus Mgt 4240

2. **Access to Learning Catalytics**

Learning Catalytics is available for purchase from Pearson Publishing :

<https://www.pearsonhighered.com/products-and-services/course-content-and-digital-resources/learning-applications/learning-catalytics/register.html>

Note: Learning Catalytics will be used beginning the first week of class. To get credit for participating, make sure you have access by then.

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3. A Learning Journal

Research shows that active writing supports learning and recall. Keeping a Learning Journal allows students to practice habits of observation and reflection by recording concepts, ideas and insights from this class. Not your notes from this class, a Learning Journal is a supplemental form of recording ideas, thoughts, and lessons from lectures, group research and team meetings, group presentations, class exercises, etc. Your instructor may ask you about your Learning Journal from time to time. Because your notes are private, any sharing of content will be completely voluntary on your part.

D. Course Grading

Grading for the course includes three components: Exams (45%), a group project (30%) and class participation (25%). Each component is detailed below:

1. Exams (45 points total)

There will be three exams, each worth 15 pts. The exams will be conducted in-class using Learning Catalytics. Exams cover in-class lectures and discussions, text material and cases, and other assigned articles. No make-up, late or early exams will be given, except in the case of medical emergency. Students should consult the course schedule for this semester make arrangements before the semester begins to avoid time conflicts.

2. Group (Team) Projects (30 points total)

Completion of this course involves a group project. Students collaborate inside and outside of class to identify a problem and create a new service, product, or process innovation.

Group projects allow you to apply (and expand on) course material an area that is of special interest to you. Each group will develop an idea for a new product, service, or process starting from problem identification and idea generation to the point

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where the idea can be “pitched” to potential investors. This should include research to provide feedback on your idea and support design, development, and launch plans. Examples of past projects include a 3D printing consulting company, an educational program for hospitalized children, or a mobile app to buy / sell vacant or vacated sports or concert seats.

Groups consist of up to 5 students and are formed and begin work the first week of class. A “Project Handbook” is provided on Canvas for specifics on deliverables and timing.

Three different components of your project will be graded:

- a. Two project updates (class feedback provided)
- b. Final project “pitch” (15 pts, class and instructor evaluation)
- c. Final written project report (15 pts, instructor evaluation)

The final project “pitch” may involve other students, faculty, or industry representatives.

3. Class Participation (25 points total)

Experiential learning requires engagement and collaboration. So, this course expects students to prepare, attend, and contribute to class discussion and exercises. To get and give the most, text, articles, and mini-cases should be read in advance of class.

Participation scores are based on three elements: In-Class Learning Catalytics scores, a Confidential Assessment, and your Class Journal.

- a. Learning Catalytics is a web-based collaboration and learning platform that will be used to evaluate your attendance, participation, and project feedback (15 pts). You will have the opportunity to earn more than 15 points, but only 15 will be counted. If/when you miss class, be sure to get notes as class discussions and content may be included on exams. Note that Learning Catalytics will be used to provide feedback on group presentations and these classes are worth 2 points each. **Plan to attend classes during all scheduled presentations and exams as there are no make-ups.**

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- b. At the end of the semester, students will turn in a Confidential Assessment of their group contributions including their own. These assessments will count for 5 points and may be used to modify the individual group member grades where differences in effort across group members can be substantiated.
- c. Participation scores will be supported by your own Learning Journal (worth 5 points). I will review your journal from time to time during the semester to inform my observations of your class contributions.

E. Teaching Philosophy

T. S. Elliot said: *“Everyone gets the experience. Some get the lessons.”* To improve your chances for “getting the lessons” from this class, consider the following suggestions:

- a. *Show up* – We work in teams in this class, so attendance is required. Give yourself a chance to learn by coming to class and I will try to make it interesting once you get there.
- b. *Be prepared* – You can’t always control opportunity, but you can prepare to respond. Your preparation creates an environment for all to learn. Don’t let others down by not being prepared.
- c. *Pay attention* – Finding signals amidst the noise of life and putting information into context are challenges we all face. In this class, we will employ your eyes, ears, and minds to sort the signals and put them in context. You will be encouraged to pay attention with all of them.
- d. *Think out-loud* – This class is designed for collaborative learning and problem solving. I expect you to think for yourself, but not by yourself. Be ready to reflect, comment, share ideas, or offer a counter-point.
- f. *Aim high, and hang on* – As you will learn in this class, connected systems may not produce normally distributed outcomes. Your best chance of experiencing exponential success is by starting with high expectations and hanging on in spite of challenges and setbacks.

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F. Honor Code & Disability Accommodations
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Any use of case analyses or project work in any format from other sections of this course or any course taught at any time in the past or present will be considered a violation of the honor code. The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the University's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the University's Code of Student Conduct and this syllabus may constitute "Academic Misconduct."

If you need an accommodation based on the impact of a disability, please arrange an appointment with me as soon as possible. We need to discuss the course format and explore potential accommodations. I rely on the Office for Disability Services for assistance in verifying need and developing accommodation strategies. You should start the verification process as soon as possible.

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F. Detailed Course Schedule - Spring 2018 (Note: required attendance dates in “bold”)
Subject to Change

Class #	Date	Topic	Assignment
1	10-Jan (Wed)	Getting Started – Introductions	<ul style="list-style-type: none"> • Read Course Syllabus & Project Handbook (Canvas) • Read text: Introduction (Chapter 1)
2	12-Jan (Fri)	Getting Started – Innovator’s DNA	<ul style="list-style-type: none"> • Read article: Innovator’s DNA • Form Project Teams (Submit group names & roles)
3	17-Jan (Wed)	Getting Started – Sources	<ul style="list-style-type: none"> • Read text: and Sources of Innovation (Chapter 2) • Read case: Given Imaging’s Camera Pill (Chapter 2)
4	19-Jan (Fri)	Getting Started – Lean Start-Ups	<ul style="list-style-type: none"> • Read article: Why the Lean Start-Up Changes Everything
5	24-Jan (Wed)	Innovation Dynamics - Network Effects	<ul style="list-style-type: none"> • Read text: Types and Patterns of Innovation (Chapter 3) • Read case: Tesla Motors
6	26-Jan (Fri)	Group Study (NO CLASS)	<ul style="list-style-type: none"> • Consult Project Handbook (Canvas) • Select Project Problem (Submit project hypothesis)
7	31-Jan (Wed)	1st Project update	<ul style="list-style-type: none"> • Present first team project update (See Project Handbook for requirements)
8	2-Feb (Fri)	1st Project update, continued	<ul style="list-style-type: none"> • Present first team project update (See Project Handbook for requirements)
9	7-Feb (Wed)	Innovation Dynamics – Adoption	<ul style="list-style-type: none"> • Read text: Types and Patterns of Innovation (Chapter 3) • Read case: Microsoft Segment Zero
10	9-Feb (Fri)	Innovation Dynamics – Disruptive Technologies	<ul style="list-style-type: none"> • Read article: What is Disruptive Innovation?

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Class #	Date	Topic	Assignment
11	14-Feb (Wed)	Innovation Dynamics – Dominant Designs	<ul style="list-style-type: none"> • Read text: Standards Battles and Design Dominance (Chapter 4) • Read case: A Battle Emerging in Mobile Payments
12	16-Feb (Fri)	Innovation Dynamics – Midterm Exam	<ul style="list-style-type: none"> • Text: Chapters 1, 2, 3, & 4 • All assigned articles & class discussions
13	21-Feb (Wed)	Innovation Strategies – Role of Strategy	<ul style="list-style-type: none"> • Read text: Defining the Organization’s Strategic Direction (Chapter 6) • Read case: Reinventing Hotels: citizenM
14	23-Feb (Fri)	Innovation Strategies - Collaboration	<ul style="list-style-type: none"> • Read text: Collaboration Strategies (Chapter 8) • Read article: Connect & Develop
15	28-Feb (Wed)	Innovation Strategies - Timing	<ul style="list-style-type: none"> • Read text: Timing of Entry (Chapter 5) • Read case: From SixDegrees.com to Facebook: The Rise of Social Networking Sites
16	2-Mar (Fri)	Innovation Strategies - Protecting	<ul style="list-style-type: none"> • Protecting Innovation (Chapter 9) • Read case: The Digital Music Distribution Revolution
17	7-Mar (Wed)	Innovation Strategies – Midterm 2 Exam	<ul style="list-style-type: none"> • Text: Chapters 5, 6, 8, & 9 • All assigned articles & class discussions
18	9-Mar (Fri)	Group Study (NO CLASS)	<ul style="list-style-type: none"> • Consult Project Handbook (Canvas) • Prepare for 2nd Project Update
NA	14-Mar (Wed)	Spring Break (NO CLASS)	
NA	16-Mar (Fri)	Spring Break (NO CLASS)	

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Class #	Date	Topic	Assignment
19	21-Mar (Wed)	2 nd Project update	<ul style="list-style-type: none"> Present second team project update (See Project Handbook for requirements)
20	23-Mar (Fri)	2 nd Project update, continued	<ul style="list-style-type: none"> Present second team project update (See Project Handbook for requirements)
21	28-Mar (Wed)	Innovation Practices - Process	<ul style="list-style-type: none"> Read text: Managing the New Product Development Process (Chapter 11) Read case: Skullcandy: Developing Extreme Headphones
22	30-Mar (Fri)	Innovation Practices - Projects	<ul style="list-style-type: none"> Read text: Choosing Innovation Projects (Chapter 7) Read case: The Mahindra Shaan: Gambling on a Radical Innovation
23	4-Apr (Wed)	Innovation Practices - Organizing	<ul style="list-style-type: none"> Read text: Organizing for Innovation (Chapter 10) Read case: Organizing for Innovation at Google Read article: Ambidextrous Organization
24	6-Apr (Fri)	Innovation Practices - Deployment	<ul style="list-style-type: none"> Read text: Crafting a Deployment Strategy (Chapter 13) Read case: Deployment Tactics in the Global Video Game Industry
25	11-Apr (Wed)	Midterm 3 Exam	<ul style="list-style-type: none"> Chapters 7, 10, 11, & 13 All assigned articles & class discussions
26	13-Apr (Fri)	Group Study (NO CLASS)	<ul style="list-style-type: none"> Consult Project Handbook (Canvas) Prepare for Final Project Pitch
27	18-Apr (Wed)	Final Project Pitch	<ul style="list-style-type: none"> Present final project presentation (See Project Handbook for requirements)
28	20-Apr (Fri)	Final Project Pitch, continued	<ul style="list-style-type: none"> Present final write-up Turn in Peer Evaluation