


Course Outline

School:	Business
Department:	Business Management
Course Title:	Leadership and Innovation
Course Code:	BUSN 228
Course Hours/Credits:	42
Prerequisites:	N/A
Co-requisites:	N/A
Eligible for Prior Learning, Assessment and Recognition:	Yes
Originated by:	Kerri Shields
Creation Date:	Summer 2014
Current Semester:	Summer 2015
Approved by:	

Chairperson/Dean

Students are expected to review and understand all areas of the course outline.

Retain this course outline for future transfer credit applications. A fee may be charged for additional copies.

This course outline is available in alternative formats upon request.

Course Description

Gaining a competitive advantage in today's business environment increasingly demands that organizations know how to innovate. Companies harness creativity to remain competitive and place high importance on finding fresh and innovative solutions to problems and identifying opportunities to improve processes, practices, and product offerings. During this course students examine how leaders foster a culture of innovation, how companies turn creativity into innovation, and how innovation transforms not only organizations, but economies as well. Students will practice refining their own creativity skills, use problem solving models, analyze innovation trends, examine the feasibility of creative solutions, and identify the critical success factors of successful innovative organizations. The learning process includes a mix of interactive lectures, experiential exercises, research and/or case projects, and practical workshop activities.

Program Outcomes

Successful completion of this and other courses in the program culminates in the achievement of the Vocational Learning Outcomes (program outcomes) set by the Ministry of Training, Colleges and Universities in the Program Standard. The VLOs express the learning a student must reliably demonstrate before graduation. To ensure a meaningful learning experience and to better understand how this course and program prepare graduates for success, students are encouraged to review the Program Standard by visiting <http://www.tcu.gov.on.ca/pepg/audiences/colleges/progstan/>. For apprenticeship-based programs, visit <http://www.collegeoftrades.ca/training-standards>.

Course Learning Outcomes

The student will reliably demonstrate the ability to:

1. Explore how organizations manage the four-step innovative process common to all organizations (i.e., searching, selecting, implementing, capturing).
2. Review trends, challenges, and best practices in corporate innovation.
3. Discuss how leadership plays a pivotal role in the design, operation, and culture of innovation.
4. Analyze the feasibility, sustainability, and risks of an innovative proposal by considering the strengths and weaknesses, opportunities and threats of an organization.
5. Discuss how organizations can better capture the benefits of innovation, and minimize the drawbacks of change.
6. Utilize a variety of divergent and convergent thinking tools in order to propose creative solutions to problems and opportunities.
7. Develop an innovative, feasible, and sustainable solution to a business problem.
8. Identify and reflect upon theoretical and/or practical learning that has occurred throughout the semester.

Essential Employability Skills (EES)

The student will reliably demonstrate the ability to*:

5. Use a variety of thinking skills to anticipate and solve problems.
6. Locate, select, organize, and document information using appropriate technology and information systems.
7. Analyze, evaluate, and apply relevant information from a variety of sources.

9. Interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals.

**There are 11 Essential Employability Skills outcomes as per the Ministry Program Standard. Of these 11 outcomes, the following will be assessed in this course.*

Global Citizenship and Equity (GC&E) Outcomes

N/A

Text and other Instructional/Learning Materials

Text Book(s):

Tidd, J., & Bessant, J. (2013). *Managing Innovation: Integrating Technological, Market and Organizational Change*, Fifth Edition. West Sussex, U. K.: John Wiley & Sons Ltd. Printed Copy ISBN: 978-1-118-36063-7

Online Resource(s):

Textbook Companion site: <http://www.innovation-portal.info>

Material(s) required for completing this course:

Textbook, eCentennial, companion website, access to laptop or computer with Internet and MsOffice

Evaluation Scheme

- ⇒ In-class Activities: In-class Activities: In-class exercises, activities, and assessments which may include any or all of the following: mini-cases, mini-presentations, concept check assessments, creativity exercises, reflective practice.
- ⇒ Creativity Session (Group): Creativity Session (Group): Student groups will be assigned to deliver one creativity session to the class. Scheduled dates will be provided by professor once groups have been formed.
- ⇒ Trends, Challenges, and Best Practices in Corporate Innovation Project (Individual): Trends, Challenges, and Best Practices in Corporate Innovation Project (Individual): Students will research trends, challenges, and best practices in corporate innovation, analyze findings, and report.
- ⇒ Leadership and Innovation Case (Individual): Leadership and Innovation Case (Individual): Students will analyze a business case on leadership/innovation and report.
- ⇒ Innovation at Centennial Project (Group): Innovation at Centennial Project (Group): Students will research and analyze current innovations at Centennial College, make suggestions for improvements/new innovations, and report.
- ⇒ Learning Journal (Individual): Learning Journal (Individual): Students will record insight, thoughts, learning gained each week as it pertains to corporate innovation and reflect upon it.
- ⇒ Innovation Project and Presentation (Group): Innovation Project and Presentation (Group): Students work in groups to produce an innovation. They will use technology and develop a feasible, sustainable, solution to a business problem that brings value to an organization

Evaluation Name	CLO(s)	EES Outcome(s)	GCE Outcome(s)	Weight/100
In-class Activities	1, 2, 3, 4, 5, 6, 7, 8	5, 6, 7, 9		20
Creativity Session (Group)	6, 8	5, 6, 9		5
Trends, Challenges, and Best Practices in Corporate Innovation Project (Individual)	1, 2, 3, 4, 5	6, 7		15
Leadership and Innovation Case (Individual)	3, 4, 5	6, 7		10
Innovation at Centennial Project (Group)	1, 3, 4, 5, 6	5, 6, 7, 9		15
Learning Journal (Individual)	8	6, 7		10
Innovation Project and Presentation (Group)	4, 5, 6, 7	5, 6, 7, 9		25
Total				100%

If students are unable to write a test they should immediately contact their professor or program Chair for advice. In exceptional and well documented circumstances (e.g. unforeseen family problems, serious illness, or death of a close family member), students may be able to write a make-up test.

All submitted work may be reviewed for authenticity and originality utilizing Turnitin®. Students who do not wish to have their work submitted to Turnitin® must, by the end of the second week of class, communicate this in writing to the instructor and make mutually agreeable alternate arrangements.

When writing tests, students must be able to produce official College photo identification or they may be refused the right to take the test or test results will be void.

Student Accommodation

It is College Policy to provide accommodation based on grounds defined in the Ontario Human Rights Code. Accommodation may include modifications to standard practices. Students with disabilities who require academic accommodations must register with the Centre for Students with Disabilities. Students requiring accommodation based on other human rights grounds should talk with their professors as early as possible. Please see the Student Accommodation Policy.

Use of Dictionaries

- Any dictionary (hard copy or electronic) may be used in regular class work.

Program or School Policies

N/A

Course Policies

Assignments are due as indicated by the professor. Late assignments will incur a late assignment penalty of 20% loss of marks per day late (including weekends and holidays). There will be no penalty for work missed for a justifiable reason with supporting documented evidence of reason. Students need to inform their professor of any situation that arises during the semester that may have an adverse effect on their academic performance, and request, well in advance, any necessary considerations according to the policies. Failure to do so will jeopardize any academic appeals.

College Policies

Students should familiarize themselves with all College Policies that cover academic matters and student conduct.

All students and employees have the right to study and work in an environment that is free from discrimination and harassment and promotes respect and equity. Centennial policies ensure all incidents of harassment, discrimination, bullying and violence will be addressed and responded to accordingly.

Academic honesty is integral to the learning process and a necessary ingredient of academic integrity. Academic dishonesty includes cheating, plagiarism, and impersonation. All of these occur when the work of others is presented by a student as their own and/or without citing sources of information. Breaches of academic honesty may result in a failing grade on the assignment/course, suspension or expulsion from the college.

For more information on these and other policies, please visit www.centennialcollege.ca/about-centennial/college-overview/college-policies.

Students enrolled in a joint or collaborative program are subject to the partner institution's academic policies.

PLAR Process

This course is eligible for Prior Learning Assessment and Recognition (PLAR). PLAR is a process by which course credit may be granted for past learning acquired through work or other life experiences. The PLAR process involves completing an assessment (portfolio, test, assignment, etc.) that reliably demonstrates achievement of the course learning outcomes. Contact the academic school to obtain information on the PLAR process and the required assessment.

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Topical Outline (subject to change):

Week	Topics	Readings/Materials	Weekly Learning Outcome(s)	Instructional Strategies	Evaluation Name	Evaluation Date
1	Course Overview Innovation – What it is	Course Outline Chapter 1	<ul style="list-style-type: none"> Identify what innovation is Review course learning outcomes 	Lecture/discussion, group activities		
2	Innovation – What it is and why it matters	Chapter 1	<ul style="list-style-type: none"> Identify the four dimensions of innovation space Explore different aspects of innovation Describe discontinuous innovation 	Lecture/discussion, group activities Assign Learning Journal		
3	Innovation as a Core Business Process	Chapter 2	<ul style="list-style-type: none"> Explore how organizations manage the four-step innovative process common to all organizations (i.e., searching, selecting, implementing, capturing) Discuss innovation as a core business process Review core abilities in managing innovation Review the factors that make for innovation success 	Lecture/discussion, group activities, video Assign Creativity Session	In-class Activities Weeks 3-13 (20%)	
4	Building the Innovative Organization	Chapter 3	<ul style="list-style-type: none"> Discuss how leadership plays a pivotal role in the design, operation, and culture of innovation Discuss how organizational structure has implications on innovation Discuss the importance of key individuals who champion innovation within an organization Discuss why organizations choose to develop a high-involvement innovation approach 	Lecture/discussion, video, case	Creativity Session Weeks 4-13 Date assigned by Professor (5%)	
5	Developing an Innovation Strategy	Chapter 4	<ul style="list-style-type: none"> Review ‘rationalist’ and ‘incrementalist’ strategies for innovation Identify the difference between innovation ‘leadership’ and ‘followership’ Identify nine factors which influence the organization’s capacity to benefit commercially from its technology 	Lecture/discussion, group activities, video, case Learning Journal Formative Feedback		
6	Sources of Innovation Innovation Networks	Chapters 5 & 6	<ul style="list-style-type: none"> Identify sources of innovation Discuss users as innovators Discuss the four major arguments pushing for greater levels of networking in innovation 	Lecture/discussion, group activities, video, case	Trends, Challenges, and Best Practices in	

Week	Topics	Readings/Materials	Weekly Learning Outcome(s)	Instructional Strategies	Evaluation Name	Evaluation Date
					Corporate Innovation Project (Individual) (15%)	
7	Decision Making Under Uncertainty Building the Innovation Case	Chapters 7 & 8	<ul style="list-style-type: none"> • Discuss uncertainty as it relates to incremental and radical innovations • Discuss how developing a better understanding of the market and technological inputs play an important role in building the innovation case • Discuss the importance of estimating the adoption of innovations and the factors that influence adoption • Discuss the perceptions and politics of risk surrounding innovation • Review trends, challenges, and best practices in corporate innovation 	Lecture/discussion, group activities, video, case		
8	Creating New Products and Services	Chapter 9	<ul style="list-style-type: none"> • Review the main types of new product development • Identify factors that influence product success • Discuss a formal process for new product and service development 	Lecture/discussion, group activities, video		
9	Exploiting Open Innovation and Collaboration	Chapter 10	<ul style="list-style-type: none"> • Discuss why organizations collaborate • Identify the types of collaboration that are most important in different circumstances • Review how technological and market factors affect the structure of an alliance • Analyze the feasibility, sustainability, and risks of an innovative proposal by considering the strengths and weaknesses, opportunities and threats of an organization 	Lecture/discussion, group activities, video, case	Leadership and Innovation Case (Group) (10%)	
10	Exploiting Entrepreneurship and New Ventures	Chapter 11	<ul style="list-style-type: none"> • Discuss the role and management of internal corporate ventures • Discuss the role and management of new ventures in the creation and execution of new technologies, products and businesses • Discuss factors which influence the success and growth of ventures 	Lecture/discussion, group activities, video		
11	Capturing the Benefits of Innovation	Chapter 12	<ul style="list-style-type: none"> • Identify difficulties in constructing a model of the effects of innovation on the financial 	Lecture/discussion, group activities, video	Innovation at Centennial	

Week	Topics	Readings/Materials	Weekly Learning Outcome(s)	Instructional Strategies	Evaluation Name	Evaluation Date
			performance of the firm <ul style="list-style-type: none"> • Discuss how organizations identify 'what they know' and how best to exploit this • Review the benefits innovation has on economic development • Utilize a variety of divergent and convergent thinking tools in order to propose creative solutions to problems and opportunities • Discuss how organizations can better capture the benefits of innovation, and minimize the drawbacks of change 		Project (Group) (15%)	
12	Capturing Learning from Innovation	Chapter 13	<ul style="list-style-type: none"> • Review how innovation is an 'adaptive' learning system • Discuss why it is important for organizations to capture learning from innovation • Review tools to help capture learning 	Lecture/discussion, group activities		
13	Capturing Learning from Innovation Innovation Project and Presentation	Chapter 13	<ul style="list-style-type: none"> • Discuss how organizations measure and develop innovation management capacity • Review key lessons learned about managing innovation • Develop an innovative, feasible, and sustainable solution to a business problem • Identify and reflect upon theoretical and/or practical learning that has occurred throughout the semester 	Lecture/discussion, group activities, group presentations	Innovation Project and Presentation (Group) (25%) Weekly Learning Journal (Individual)(10%)	
14	Innovation Project and Presentation	N/A	<ul style="list-style-type: none"> • Develop an innovative, feasible, and sustainable solution to a business problem 	Group presentations	Continuing - Innovation Project and Presentation (Group)	