MGT475: Strategic Innovation and Ideas

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Course Description and Outcomes

Course Description:
This practical course introduces students to fundamental aspects of the strategic innovation process. It addresses the challenges of ideas development and evaluation for commercial feasibility, presenting a business case, design/development and commercialization. It covers basic management practices and critical success factors required to excel in successful innovation, such as corporate governance and social responsibility, time-based management, and corporate agility. This course also assists in preparing students to sit for the New Product Development Professional Certification offered by the Product Development and Management Association (PDMA).

Course Overview:
This course provides an overview of the considerations, processes, and challenges addressing strategic business problems through the lens of innovation. You will learn how innovation can either maintain a firm’s profitability or take them into new product development to broaden their market base. You will also be exposed to concepts covered in the Product Development Professional Certification offered by the Product Development and Management Association (PDMA). As the course progresses you will build a business case showcasing concept statements, technology evaluations, risk assessment, and identify customer and organizational value.

Course Learning Outcomes:
1. Identify and explain innovation strategies associated with new product development and its impact on value creation for customers, stakeholders, and organizations.
2. Apply the new product development/innovation process model to concept generation, design, development, and launch of a new product.
3. Examine and apply different types of research associated with innovation and new development.
4. Outline a business case for a new product concept including concept statement, technology evaluation, financials, risk assessment, and customer and organizational value components.
5. Explain financial, success, and process metrics associated with innovation.

Participation & Attendance
Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

**Course Materials**

**Textbook Information** is located in the CSU-Global Booklist on the Student Portal.

**Course Schedule**

**Due Dates**
The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- Discussion Boards: The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- Opening Exercises: Take the opening exercise before reading each week’s content to see which areas you will need to focus on. You may take these exercises as many times as you need. The opening exercises will not affect your final grade.
- Mastery Exercises: Students may access and retake mastery exercises through the last day of class until they achieve the scores they desire.
- Critical Thinking: Assignments are due Sunday at 11:59 p.m. MT.

<table>
<thead>
<tr>
<th>Week #</th>
<th>Readings</th>
<th>Assignments</th>
</tr>
</thead>
</table>
| 1      | - Chapter 1 in *The refractive thinker: An anthology of higher learning* (Vol. V, Strategy in innovation)  
- Chapter 1 in *New products management*  
- Opening Exercise (0 points)  
- Mastery Exercise (10 points) |
| 2      | - Chapter 2 in *The refractive thinker: An anthology of higher learning* (Vol. V, Strategy in innovation)  
- Chapters 2 and 3 in *New products management*  
- Opening Exercise (0 points)  
- Mastery Exercise (10 points)  
- Critical Thinking (70 points) |
| 3      | - Chapter 3 in *The refractive thinker: An anthology of higher learning* (Vol. V, Strategy in innovation) | - Discussion (25 points)  
- Opening Exercise (0 points) |
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Assignment Details</th>
</tr>
</thead>
</table>
| 4       | **Mastery Exercise (10 points)**  
|         | **Critical Thinking (70 points)**  
| 5       | **Discussion (25 points)**  
|         | **Opening Exercise (0 points)**  
|         | **Mastery Exercise (10 points)**  
|         | **Critical Thinking (70 points)**  
| 6       | **Discussion (25 points)**  
|         | **Opening Exercise (0 points)**  
|         | **Mastery Exercise (10 points)**  
|         | **Critical Thinking (80 points)**  
| 7       | **Discussion (25 points)**  
|         | **Opening Exercise (0 points)**  
|         | **Mastery Exercise (10 points)**  
| 8       | **Discussion (25 points)**  
|         | **Opening Exercise (0 points)**  
|         | **Mastery Exercise (10 points)**  
|         | **Portfolio (345 points)**  

**Assignment Details**

This course includes the following assignments/projects:

**Module 2**

**CRITICAL THINKING ASSIGNMENT (70 points)**

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

**Option #1: Innovation Process**

Research an organization and provide an overview of its innovation process. Also, note how the organization’s process may be the same or different from the foundational model outlined in the course model.

Your paper should be a 3-4 page Word document, excluding the cover page and references page.

Format the paper according to the **CSU-Global Guide to Writing and APA**. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.
Option #2: New Product Development
Research an organization and provide an overview of its new product development process. Also, note how the organization’s process may be the same or different from the foundational model outlined in the course model.

Your paper should be a 3-4 page Word document, excluding the cover page and references page.

Format the paper according to the CSU-Global Guide to Writing and APA. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

Module 3

CRITICAL THINKING ASSIGNMENT (70 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Ideation Plan
Every organization that provides a service or sells a product may benefit from innovation and improvement ideas. Every organization stands to benefit from an annual ideation plan.

For this assignment, develop an annual ideation plan for an organization, either real or fictional. Include at least three different ideation methods and at least six ideation events. Determine who is responsible for ideation, who serves as the idea manager, and provide an outline of the responsibilities of the idea manager.

Your paper should be a 3-4 page Word document, excluding the cover page and references page.

Format the paper according to the CSU-Global Guide to Writing and APA. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

Option #2: Organizational Plan
For this assignment, develop an organizational plan for the collecting, initial evaluation, tracking, and monitoring of ideas, either real or fictional. Determine who is responsible for organizational plan, who serves as the plan manager, and provide an outline of the responsibilities of the plan manager. Provide details on the methods that will be used to collect, track, evaluate, and report on the ideas submitted.

Your paper should be a 3-4 page Word document, excluding the cover page and references page.

Format the paper according to CSU-Global Guide to Writing and APA. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

Module 4

CRITICAL THINKING ASSIGNMENT (70 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.
Option #1: Development of a Business Case
For this assignment, create a table or chart that outlines the tasks associated with the development of a business case for an industry or business sector you are familiar with or interested in. Your table or chart should include specific definitions and metrics required for each task.

Your paper should be a 2-page Word document, excluding the cover page and references page.

Format the paper according to the CSU-Global Guide to Writing and APA. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

Option #2: Evaluation of a Business Case
For this assignment, create a table or chart that outlines the evaluation of a business case for an organization for an industry or business sector you are familiar with or interested in. Your table or chart should include specific definitions and metrics required for each task.

Your paper should be a 2-page Word document, excluding the cover page and references page.

Format the paper according to the CSU-Global Guide to Writing and APA. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

PORTFOLIO PROJECT MILESTONE (5 points)

Your Chosen Organization
Please submit for approval the organization you want to use for your Portfolio Project. Post it to the Discussion Board by Sunday at midnight and be sure to differentiate your choice between Private Sector or Public Sector. Feedback on your choice of company will be provided by Thursday morning via e-mail.

For a full description of the Portfolio assignment, see Module 8.

Module 5

CRITICAL THINKING ASSIGNMENT (80 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Project Plan Outline
Using either a real or fictitious proposed product or service, outline a project plan for Stage 3, Concept Evaluation. Include tasks, deliverables, resource assignments, and time required. Be sure to note which task must be completed before another task can begin (if applicable).

Please use MS Excel or another spreadsheet program to develop and present your plan. Review the Stage 3 example provided in the lecture—in particular the tasks and deliverables. A risk management plan should be one of your deliverables.

Project plans come in many forms. Use the CSU-global library and internet search skills to review several types of project plan layouts.
Here is one example that shows the beginning of a project plan.

<table>
<thead>
<tr>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliverable</td>
<td>Tasks Required</td>
<td>Resources Required</td>
<td>Time Required in Days</td>
<td>Cost to Organization</td>
</tr>
<tr>
<td>3</td>
<td>Develop software</td>
<td>2 Business Analyst</td>
<td>15 business days</td>
<td>$5000</td>
</tr>
<tr>
<td>4</td>
<td>Collect information from end users</td>
<td>2 Researchers</td>
<td>10 business days</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Outline business processes</td>
<td>2 Business Analyst</td>
<td>12 business days</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Design data management system</td>
<td>3 Engineers</td>
<td>20 business days</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Design user interface</td>
<td>1 Engineer</td>
<td>10 business days</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Test user interface with client</td>
<td>1 Engineer</td>
<td>14 business days</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Write Code</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Alpha testing of software</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Beta testing of software</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Launch software</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Integration of Software with System</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Be clear, concise, and focused. Your well-organized and well-written spreadsheet and project plan outline should be 2-3 pages long, excluding the cover page and references page.

Option #2: Project and Risk Management
Research an organization and provide an overview of its project management and risk management, and how these are used in its planning and innovation process.

Your paper should be a 3-4 page Word document, excluding the cover page and references page.

Format the paper according to the CSU-Global Guide to Writing and APA. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

Module 6

CRITICAL THINKING ASSIGNMENT (80 points)
Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Market Testing
There are three major areas of market testing—pseudo sale, controlled sale, and full sale. Using your research skills, pick one method of either pseudo sale, controlled sale, or full sale and describe how it is (or would be) used to test a product or service. Provide a real-world example/application of your research method.

Examples of market testing methods include:
- Speculative sales
- Simulated test marketing
- Direct marketing
- Test marketing
- Rollout testing (including geographic rollout testing)

Your paper should be a 2-3 page Word document, excluding the cover page and references page.
Format the paper according to the *CSU-Global Guide to Writing and APA*. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

**Option #2: Concept Testing**
Research an organization and provide an overview of its concept testing and construct an example of a concept test one might use as part of the innovation process.

Your paper should be a 3-4 page Word document, excluding the cover page and references page.

Format the paper according to the *CSU-Global Guide to Writing and APA*. Use graduate CSU-Global formatting standards including title page, citations, double spacing, third-person pronouns, and references. Cite a minimum of 3-4 scholarly sources to support your position, in addition to the textbook. The CSU-Global Library is a great place to find these scholarly sources.

**Module 8**

**PORTFOLIO PROJECT (345 Points)**

**Important! Read First**

You have a choice between two Portfolio Projects. Do not do both projects. Identify your Portfolio Project choice in the title of your document. When you are ready to submit, click the Module 8 Portfolio Project assignment header on the Assignments page to upload your Portfolio Project. The milestone in Week 4 applies to both assignments.

**Option #1: Portfolio Creation—Private Sector**
Using your research skills, identify an innovative organization—*Private Sector*. Your well-written Portfolio should include the following:

- Provide an overview of the company’s innovation strategy. Provide three examples that illustrate this.
- Describe the organizational culture and how innovation and creativity are communicated to the members of the organization.
- Describe the company’s innovation process including all stages and gates. If the company does not have an innovation process, provide a recommendation for one that includes all stages and gates.
- Describe or propose three different annual events or programs the organization has (or should have) incorporated in its strategic plan to generate and collect ideas.
- Provide a Voice of Customer Research Plan to support the first three stages of the company’s innovation plan. Communicate the importance of each research method used.
- Outline the components of a business case that should be used by the organization to evaluate new product ideas.
- Provide recommendations for the types of metrics the organization should use to monitor and evaluate financials, processes, and success. Indicate why each metric was chosen and how the metrics will be used.
- Identify and define the tools the organization uses (or should use) to implement its innovation plan.

You will be required to submit the following preliminary deliverable for your Portfolio Project in Week 4:

- The organization you have chosen for your Portfolio Project.
Five (5) points will be assigned for this deliverable, and points will be deducted from your final grade on the Portfolio Project if you fail to submit this in the week required (see the Portfolio grading rubric). Additionally, you will be expected to account for any instructor feedback in the final version of the assignment.

**Option #2: Portfolio Creation—Public Sector**
Using your research skills, identify an innovative organization—Public Sector. Your well-written Portfolio should include the following:

- Provide an overview of the organization’s innovation strategy. Provide three examples that illustrate this.
- Describe the organizational culture and how innovation and creativity are communicated to the members of the organization.
- Describe the organization’s innovation process including all stages and gates. If the organization does not have an innovation process, provide a recommendation for one that includes all stages and gates.
- Describe or propose three different annual events or programs the organization has (or should have) incorporated in its strategic plan to generate and collect ideas.
- Provide a Voice of Customer Research Plan to support the first three stages of the company’s innovation plan. Communicate the importance of each research method used.
- Outline the components of a business case that should be used by the organization to evaluate new product ideas.
- Provide recommendations for the types of metrics the organization should use to monitor and evaluate financials, processes, and success. Indicate why each metric was chosen and how the metrics will be used.
- Identify and define the tools the organization uses (or should use) to implement its innovation plan.

You will be required to submit the following preliminary deliverable for your Portfolio Project in Week 4:

- The organization you have chosen for your Portfolio Project.

Five (5) points will be assigned for this deliverable, and points will be deducted from your final grade on the Portfolio Project if you fail to submit this in the week required (see the Portfolio grading rubric). Additionally, you will be expected to account for any instructor feedback in the final version of the assignment.

Your portfolio project should be 8-10 pages in length and conform to the CSU-Global Guide to Writing and APA. Include at least 5 scholarly references outside of textbook and module content. The CSU-Global Library is a good place to find these references.
In-Classroom Policies
For information on late work and incomplete grade policies, please refer to our In-Classroom Student Policies and Guidelines or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity
Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see CSU-Global Guide to Writing and APA Requirements for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style
All students are expected to follow the CSU-Global Guide to Writing and APA Requirements when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement
CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette
Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom.

If you have concerns about something that has been said, please let your instructor know.