



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.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

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 Learning Outcomes:

1. 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. Discuss the role of portfolio management in new product development and organizational success.
4. Examine different types of research associated with innovation/new product development.
5. Outline a business case for a new product concept including concept statement, technology evaluation, financials, risk assessment, and customer and organizational value components.
6. Define ideation tools for the generation and evaluation of new product ideas.
7. Describe tools used to enable and execute the new product development process.
8. 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

Required:

Goodman, M. & Dingli, S.M. (2017). *Creativity and strategic innovation management* (2nd ed.). Abingdon, Oxon: Routledge. ISBN: 9781138675100

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

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 at 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.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 and 2 in *Creativity and strategic innovation management*

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 2

Readings

- Chapters 3 and 4 in *Creativity and strategic innovation management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (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: Success and Failure

Use your favorite Internet search engine and find an example of a successful innovation and another for a failed innovation. What were the reasons given for success? For failure? Which of these reasons relate to poor planning? What does this tell you about the keys to success in innovation? Make clear connections between the reading you did in weeks 1 and 2 with the successful approaches that you are suggesting in the innovation.

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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: Innovation Failure

During the weeks 1 and 2 discussions, you were asked to present an innovative idea to the team. You were asked to analyze why this product requires innovation and discuss what could go wrong. Present at least 4 items that will make your innovation become a failure.

During this assignment, you are going to reverse engineer your role and find what could go wrong in the product you innovated. Predicting potential failure will help you innovate to create strategies that will reduce that possibility. Make sure that each item you identify that would cause failure, has a strategy to ensure success.

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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.

Mastery Exercise (10 points)

Portfolio Milestone (5 points)

Product or Organization Description for Portfolio Project

Submit the product or organization that you want to use for your Portfolio Project. Describe the product or organization in detail.

Your submission should be approximately 1 page.

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

Module 3

Readings

- Chapters 5 and 6 in *Creativity and strategic innovation management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (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: Nokia II: Out of the Ashes

Read the case titled “Nokia II: Out of the Ashes of Disaster Grow the Roses of Success” and answer the following questions.

1. How has Nokia combined Porter’s three generic strategies of cost leadership, differentiation and focus?
2. How might Nokia’s brand name once more become a leader in consumer electronics?
3. What lessons from Nokia’s original mobile phone business should it and HMD be careful to note regarding the balance between incremental and radical innovation?
4. What radical innovations is Nokia pursuing?

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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: The Changing Business Environment Plans

Nokia is a multinational communications and information company that was founded in Finland in 1865 and for 57 years was primarily engaged in forestry-related products including electricity generation. In 1922, it formed a partnership with the Finnish Cable Works and Finnish Rubber Works, and in 1967 the three companies merged to form the new Nokia Corporation, a conglomerate active in the rubber, forestry, cable, electricity and electronics industries. During the 1970s, Nokia became increasingly involved in the electronics industry and in the 1990s focused its operations on the communications business.

In the first decade of the 21st century, Nokia was a dominant force in the newly emerging mobile phone market and became a major contributor to the growth of the Finnish economy. By 2007, Nokia had become a world leader in the mobile phone industry, peaking with its 3310 model. Over the next seven years, sales fell away alarmingly, despite a program of continuous innovation that extended battery life, and in 2014 Microsoft acquired the company’s mobile phone business. The effect in Finland was devastating and thousands of employees lost their jobs and unemployment escalated to over 14 per cent. However, though devastated, the rump of the company lived on to fight another day.

What went wrong?

Nokia was not a technological laggard and invested heavily in R&D, developed a smartphone in 1996 and had built a prototype touch screen Internet-enabled phone by the end of the decade. The company was essentially a hardware operation that underestimated the importance of specially designed software

that would run on smartphones. In contrast, Apple saw hardware and software as equally important. The senior management at Nokia failed to realize that smartphones would become dominant. At the time Nokia was an established global brand that was achieving healthy profits from its mobile phone business. A late decision to develop its own smartphone operating system resulted in teething problems and so in 2011 Nokia embraced the Windows phone. However, the company's smartphones failed to live up to consumer expectations and the Nokia brand lost its appeal.

Answer the following questions:

1. What were the causes of change in the mobile phone industry?
2. Why did Nokia's senior management fail to spot them?
3. Explain briefly how the Nokia brand lost its consumer appeal?
4. Briefly research the demise of Blackberry. What parallels are there with the Nokia case?

Reference

Cheng, R. (2014, April 25). Farewell Nokia: The rise and fall of a mobile pioneer. Retrieved from <https://www.cnet.com/news/farewell-nokia-the-rise-and-fall-of-a-mobile-pioneer/>

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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.

Mastery Exercise (10 points)

Module 4

Readings

- Chapters 7 and 8 in *Creativity and strategic innovation management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (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: Focus Groups

During the past few weeks, you selected your product and an innovation change that you want to apply to the product. Take the product that you want to develop and bring together a diverse group of people (focus group) to get their feedback on the innovation process that you propose to make. You can either choose industry professionals or workplace employees. Your task is to do the following:

1. Determine how you selected your focus group. What were some of the criteria that you used?
2. Record the feedback of the group. What is the basis of each comment and from which category of the group did the feedback come from?
3. Explain how you would overcome the resistance for the suggested ideas.
4. How would you gain support from the company to make sure that you do not have any internal resistance for the proposed changes?

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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: The Business Environment External Resistance

During the past few weeks, you selected your product and an innovation change that you want to apply on that product. Take the product that you want to develop and present it to a totally different culture. Then, write about the following:

1. What are some of the challenges people would have to decide whether or not they want the new product?
2. How could you overcome external resistance before it happens? Explain at least three steps to make this product successful in the culture that you selected.
3. Explain how you would overcome resistance for the suggested ideas.

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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.

Mastery Exercise (10 points)

Portfolio Milestone (5 points)

Product or Organization Development for Portfolio Project

Now you have developed an idea about your product or organization choice and the innovation process that you want to present. Explain the product or organization, suggested changes and development, and the industry you are going to present the idea. Outline some of the challenges that you will face internally and externally.

Submit your one-page summary in an outline form with some detail about your product.

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

Module 5

Readings

- Chapter 9 in *Creativity and strategic innovation management*

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (75 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: Fridge Magnet

You have a fridge magnet as a product that you want to create ideas for. Using this product, provide detailed explanations for the following statements:

1. Explain the process that you will use to develop ideas for the fridge magnet. Provide at least three methods where you will gather ideas for the product.
2. Propose at least three ideas discovered from using the method in question one.
3. Explain the pros and cons of the ideas and your process for evaluating the ideas.

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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: Souvenirs

You are running a shop that sells souvenirs for tourists. You want to distinguish your shop from other competition in the market. Using the store as your product (along with all the services you have), provide detailed answers to the following questions:

1. Explain the process that you will use to ideas on how to develop ideas for the souvenirs. Provide at least three methods where you will gather ideas for the product.
2. Propose at least three ideas that came out from using the method in question one.
3. Explain the pros and cons of the ideas and how would you go about evaluating the ideas.

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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.

Mastery Exercise (10 points)

Module 6

Readings

- Chapter 10 in *Creativity and strategic innovation management*
- Li, C., Peng, L., & Cui, G. (2017). Picking winners: New product concept testing with item response theory. *International Journal of Market Research*, 59(3), 335-353.

Opening Exercise (0 points)

Discussion (25 points)

Critical Thinking (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 and describe how it is (or would be) used to test a product or service. Provide rationale for your choice and 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 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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. Then, construct an example of a concept test one might use as part of the innovation process.

Your paper should be a 3 – 4-page document, excluding cover and references pages. Format the paper according to the CSU-Global Guide to Writing and APA Requirements. 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.

Mastery Exercise (10 points)

Module 7

Readings

- Chapters 11 and 12 in *Creativity and strategic innovation management*

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Module 8

Readings

- Chapter 13 in *Creativity and strategic innovation management*
- Kock, A., Heising, W., & Gemünden, H. G. (2015). How ideation portfolio management influences front-end success. *Journal of Product Innovation Management*, 32(4), 539-555.

Opening Exercise (0 points)

Discussion (25 points)

Mastery Exercise (10 points)

Portfolio Project (340 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: Portfolio Creation – Product Development

Using the innovation information you learned in class, identify an innovative product that you want to develop. Your well-written Portfolio should include the following:

- Provide an overview of the company's innovation strategy. Provide three examples that illustrate your innovation strategy.
- Describe your organizational culture and how innovation and creativity are communicated to the members of the organization.
- Describe your 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 your 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 that 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 Weeks 2 and 4:

- Product Description
- Product Development

Five (5) points per week (2 and 4) 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 excluding the cover page, table of contents, abstract, and reference page. Make sure that your paper conforms to CSU-Global Guide to Writing and APA Requirements. Include at least 5 scholarly references outside of textbook and module content. The CSU-Global Library is a good place to find these references.

Option #2: Portfolio Creation – Public Sector Product

Using your research skills, identify an innovative organization in the public sector. Your well-written Portfolio should include the following:

- Provide an overview of the organization's innovation strategy. Provide three examples that illustrate its innovation strategy through their product.
- 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 that 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:

- Organization Description
- Organization Development

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 excluding the cover page, table of contents, abstract, and reference page. Make sure that your paper conforms to CSU-Global Guide to Writing and APA Requirements. Include at least 5 scholarly references outside of textbook and module content. The CSU-Global Library is a good place to find these references.

COURSE POLICIES

Grading Scale	
A	95.0 – 100
A-	90.0 – 94.9
B+	86.7 – 89.9
B	83.3 – 86.6
B-	80.0 – 83.2
C+	75.0 – 79.9
C	70.0 – 74.9
D	60.0 – 69.9
F	59.9 or below

Course Grading

20% Discussion Participation

0% Opening Exercises

8% Mastery Exercises

37% Critical Thinking Assignments

35% Final Portfolio Project

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 /repurposing your own work (see CSU-Global Guide to Writing & APA 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 & APA when citing in APA (based on the most recent APA style manual) for all assignments. A link to this guide 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.