2023 MGT/P 251 Management of Innovation

Lectures: Tuesdays, 6pm-9pm, 1302 Gallagher Hall

Course Description

Innovation is about making a lasting change in the world around you, and entrepreneurship is one kind of innovation. Everywhere you look, innovation and entrepreneurship are changing the nature of work. Startups are overturning existing industries. In turn, existing companies are shifting strategies, reorganizing, and rapidly adopting new technologies and practices to keep up — demanding more entrepreneurial skills and leadership from the people they hire.

Whether you're leading change or responding to it, managing innovation and entrepreneurship are now essential skills. This course will blend theory and practice to help you develop the following capabilities:

A solid understanding of the innovation process: What is innovation? What makes you and others innovative and entrepreneurial? What turns an emerging technology or market into an opportunity for innovation? And what doesn't?

The ability to lead innovation wherever you find yourself: How can you better see new opportunities, generate valuable ideas, and drive them to impact?How can you decide which opportunities to commit to, and gain the commitments of others? How can you recognize the critical people and resources you'll need and bring them together?

The critical thinking skills to evaluate innovation theories and interpret current events: How do you get past the hype of media stories on innovation? What are the common patterns of innovation and change? What can you learn about innovation from current events, from history, from mentors and peers, and from your own efforts?

This course adopts a practice perspective on innovation. In other words, we will focus on what people are thinking and doing that effectively leads to (or reacts to) innovations, why it works when it does, and how we can develop the same mindsets, skills, and tools. Using this perspective, we will address four interrelated activities that make up the innovation process: creativity, commitment, entrepreneurship, and innovation strategy.

The lessons of this course are applicable in any setting. Whether you're a leader, a manager, or an individual contributor, our goal is to enable you critically evaluate opportunities for innovation, help you effectively manage innovation in organizations, and give you hands-on experience in the tools and techniques of innovation.

The course involves readings, lectures, in-class discussions and exercises, weekly online assignments, group writing assignments, and a group project and final.

Required Texts

Course Readings (including book chapters, articles, and online videos)

> Some readings will require access via the Library's VPN. You can find details for setting up your library VPN at: Access Online Materials from Off Campus

> Some readings and videos can be accessed online (noted as an online resource).

> Some readings will be provided via the Canvas class site (Files)

Individual Readings are noted in the course schedule, listed in the weeks they are to be completed in preparation for that week's class.

Course Format

This course relies on experiential learning and reflection. You are expected to have completed the readings, online lectures, and any interactive assignments before the start of class each week, and to be prepared to discuss them with me and with your classmates. In each class, I call on students directly and your preparation will count as part of your participation grade. There will also be many opportunities to apply the lessons of the course in hands-on activities. You are expected to participate in class discussions and activities and to ensure your comments are informed by the course material and respectful to others.

Together, as professor, teaching assistants, and students, we have the shared responsibility to create a classroom that is a safe academic environment for us to all learn from each other's insights and experiences.

Course Assessments

Individual course grades will be based on the following components:

Assignment/Assessment	Marked out of	Weight on Final Grade
Writing Assignments		
WA-1: Odyssey Plan Exercise	[20]	[8%]
WA-2: Reflective Creativity	[20]	[8%]
WA-3: Produce an Event	[20]	[8%]
WA-4: Course Reflection	[20]	[8%]
Group Project		
Idea Candidates	[20]	[5%]
Report, 2-slide summary	[120]	[40%]
Participation		
Class Contribution and Async completion	[30]	[23%]

Course Schedule

For each week, complete the readings and written assignments prior to class (see Canvas for detailed course readings and assignments).

All individual and team writing assignments will be found in the Canvas course site. Note there is one writing assignment due before the first class.

1. Intro to Innovation & Entrepreneurship, Part I - The Why and How

2. Intro to Innovation & Entrepreneurship, Part II - Innovation Mindsets

- **Written Assignment #1 Due** (See Canvas, due midnight before class)

3. Creativity, Part I - Focusing on Individual Creativity

- **Written Assignment #2 Due** (See Canvas, due midnight before class)

4. Creativity, Part II - Focusing on Creativity in Context

5. Commitment, Part I - On uncertainty and commitment

- **Team Project - Idea Candidates Due** (See Canvas, due midnight before class)

6. Commitment, Part II - On Power, Politics, and Commitment

7. Entrepreneurship, Part I - Innovations as systems

- **Written Assignment #3 Due** (See Canvas, due midnight before class)

8. Entrepreneurship, Part II - Building new systems

9. Innovation Strategy, Part I - Getting where you want to go

- **Written Assignment #4 Due** (See Canvas, due midnight before class)

10. Innovation Strategy, Part II - Your one wild and precious life

- **Group Project Due** (See Canvas, due midnight the night before class)
- **Group Project 2-Slide Summary** (due midnight the night before class) - please use the shared Google Slides.

Program Mission

The mission of the UC Davis Graduate School of Management is to be a global leader in management research and education. As part of the world's premier public university system, we pursue significance, excellence, and scholarly rigor in our research, teaching, and service to the people of California. We emphasize curiosity, creativity, and high standards in the generation and transmission of theoretical and practical knowledge relevant for business.

Honor Code and Academic Integrity

Academic integrity exists when students and faculty seek knowledge honestly, fairly, and with mutual respect and trust, and accept responsibility for their actions and the consequences of those actions. Without academic integrity, there can be no trust or reliance on the effectiveness, accuracy, or value of a University's teaching, learning, research, or public service activities. It is therefore key that we understand what academic integrity is, why it is important, and how to help it flourish on college campuses.

> 1. It is expected that all class members will treat each other with respect and dignity.
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> 2. It is not acceptable behavior to insult, harass, or demean any member of the class.
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> 3. Professional business behavior should be modeled in the classroom, including the use of appropriate language, jokes, or stories.

In general, students should adhere to the **UC Davis Principles of Community**, copied here:

> The University of California, Davis, is first and foremost an institution of learning and teaching, committed to serving the needs of society. Our campus community reflects and is a part of a society comprising all races, creeds, and social circumstances. The successful conduct of the university's affairs requires that every member of the university community acknowledge and practice the following basic principles:
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> We affirm the inherent dignity in all of us, and we strive to maintain a climate of justice marked by respect for each other. We acknowledge that our society carries within it historical and deep-rooted misunderstandings and biases, and therefore we will endeavor to foster mutual understanding among the many parts of our whole.
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> We affirm the right of freedom of expression within our community and affirm our commitment to the highest standards of civility and decency towards all. We recognize the right of every individual to think and speak as dictated by personal belief, to express any idea, and to disagree with or counter another's point of view, limited only by university regulations governing time, place, and manner. We promote open expression of our individuality and our diversity within the bounds of courtesy, sensitivity, and respect.

We confront and reject all manifestations of discrimination, including those based on race, ethnicity, gender, age, disability, sexual orientation, religious or political beliefs, status within or outside the university, or any of the other differences among people which have been excuses for misunderstanding, dissension, or hatred. We recognize and cherish the richness contributed to our lives by our diversity. We take pride in our various achievements, and we celebrate our differences.

We recognize that each of us has an obligation to the community of which we have chosen to be a part. We will strive to build a true community of spirit and purpose based on mutual respect and caring.

For more information, please review the *Academic Conduct Booklet*