

Innovation Leadership (EMBA 8025) Developing Innovation Skills

Course Description

Why should you care about innovation? Innovation fundamentally involves creating value, which all successful organizations, including for-profits, non-profits, and government entities, provide through their products. These products create value both for the customers and for the organization itself, which is essential to success. Case studies of over 400 businesses across multiple industries, circumstances and consumer bases, will explore the process of innovation across a wide variety of contexts.

This course takes a broad view of the term product, including tangible goods, intangible services, organizational processes, and more. It is a comprehensive course that explores the creation of new products and enhancing existing products for external or internal customers.

Students will learn the truth of the myths associated with innovation; that innovation is not about being especially creative, lucky or a genius. Instead, innovation is a process, and students will be equipped as an innovator as they learn that process. This course will deepen students' understanding of innovation, and will explore the skills they already have, such as assessing value in everyday purchases, which will help to equip them for the innovation process.

Learning Objectives

By the end of this course, students will be able to:

- Validate why navigating innovation requires a different approach than classical management.
- Implement innovation discovery skills: associating, questioning, observing, experimenting, and networking.
- Appraise their personal strengths as an innovator and the confidence this creates.
- Apply the process of innovation, which includes the key phases of Insight, Problem, Solutions, Business Model, and Pivot.
- Distinguish and implement tools appropriate for each phase of the innovation process.

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Individual Assignments
- Team Presentation
- Final Exam

*Please note that this document is for marketing purposes and that the details of the course including grading and objectives may change or vary.

Grade	Grade Point Average (GPA)	Percentage
A+	4.3	98-100%
A	4.0	94-97%
A-	3.7	90-93%
B+	3.3	87-89%
B	3.0	84-86%
B-	2.7	80-83%
C+	2.3	76-79%
C-	2.0	70-75%
F	0.0	0-69%

Innovation Leadership (EMBA 8026) Leading Innovation in an Organization

Course Description

Failing to sufficiently innovate is one of the biggest reasons organizations fail. This is true for small startups through to huge multinational conglomerates. With constantly changing marketplaces, operating environments, consumer preferences, competition, regulations and more, it is vital to be agile and to innovate so as to be able to continue to compete. Without innovation, no business can create opportunities for continued and new revenue.

Innovating is not simple; it is fundamentally different than executing (the usual day-to-day management focus). As companies grow, they may focus on their executing skills, and thus forgo innovation. This is because innovation involves higher levels of uncertainty and risk than they may feel is acceptable for daily operations. Without a concentrated effort on fostering innovation capabilities, organizations can fall behind and fail.

A wide variety of practices are unique to innovation, requiring a different strategy, organizational culture, structure, and process. This course will teach you the proven ways to lead and manage innovation in organizations.

Learning Objectives

By the end of this course, students will be able to:

- Know the importance of innovation to all organizations (for-profit, nonprofit, and government).
- Build innovation into the culture of the organization.
- Implement the three key innovation processes.
- Develop the innovation leader roles.
- Set up the organizational infrastructure to manage innovation.
- Use proven tools for spurring creativity company-wide.

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Individual Assignments
- Team Presentation
- Final Exam

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B	3.0	84-86%
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C+	2.3	76-79%
C-	2.0	70-75%
F	0.0	0-69%

Innovation Leadership (EMBA 8027) Innovation for Scalable Growth

Course Description

This course prepares students to scale their business after the first three years - a time when many new ventures fail. Scaling is the work of navigating growth after the product/service is introduced to a market, traditionally addressing increases in people, process, and markets. There will be an emphasis on scaling the innovation capability, which requires continued exploration of ideas and customer problems, and developing strategies to sustain and grow the business, while simultaneously optimizing established revenue sources.

Students will learn to navigate both optimizing and exploration within a business, the later of which can often be overlooked for the former, resulting in slow growth or even decline. This course equips students with the tools needed for creating and managing a two-part portfolio system developed for both exploration and optimization.

The successes and failures of entrepreneurs who attempted to scale their business will be examined and studied. Their experiences speak to

Learning Objectives

By the end of this course, students will be able to:

- Analyze business models using the Business Model Canvas, aligning nine factors for success.
- Structure scaling plans, addressing gaps and specific needs, using the V2MOM, the tool that scaled Salesforce to become the leading CRM solution.
- Apply the Crossing the Chasm model to understand the difficulties encountered in the early stages of product growth and formulate strategies to cross the chasm successfully.
- Evaluate the efficacy of various portfolio management strategies, considering the unique aspects of creating and managing different types of portfolios.
- Extend traditional portfolio management to address the simultaneous need to explore new ways of creating value while optimizing existing revenue generation using the two-part explore/optimize portfolio.
- Evaluate approaches for using exploration to create business growth.
- Evaluate several business model patterns for a business or product concept, judging the best model for use.
- Analyze the effectiveness of business scaling practices used by successful entrepreneurs, determining key success factors and potential pitfalls.
- Effectively collaborate with a virtual team to produce quality results.

Grade Scheme: Letter Grade

Minimum Pass: 70%

Credit Weight: 4 Credits

Assessments:

- Individual Assignments
- Team Presentation
- Final Exam

*Please note that this document is for marketing purposes and that the details of the course including grading and objectives may change or vary.

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C+	2.3	76-79%
C-	2.0	70-75%
F	0.0	0-69%