



Syllabus

SCHOOL OF BUSINESS AND MANAGEMENT **ENT 610: Innovation Strategy**

3 Credits
Effective: Fall 2014

Access to the Internet is required.
All written assignments must be in Microsoft-Word-compatible formats.
See the library's APA Style Guide tutorial for a list of resources that can help you use APA style.

FACULTY

Faculty Name: FACULTY NAME

Contact Information: CONTACT INFORMATION

[INSTRUCTOR MAY INSERT PERSONAL MESSAGE IF DESIRED]

COURSE DESCRIPTION

Innovation and development of new products and services are essential for the success of any organization. This course discusses the stages in the new product development process and avenues for making the process more productive. Specific topics covered include entrepreneur leadership tools, creative techniques for idea generation, analytical techniques and tests for new products and services. The course has both a creativity and quantitative focus and addresses issues that are very relevant to managers on a day-to-day basis and is useful if the student is creating a neighborhood establishment, a global trading business or a tech start-up.

COURSE RESOURCES

Required and recommended resources to complete coursework and assignments are found on the course [Reading List](#). Access is provided through the Reading List link in your online course as well as from the library homepage (“Find Your Reading List” button).

Note: Required resources that must be purchased by the student are tagged “Purchase from a vendor of your choosing.” Required resources with a direct link, “Available through CityU Library”, are available electronically at no cost to students.

Students in Canada may purchase course resources from the [Canada Bookstore](#), and students outside the U.S. and Canada should contact their advisor or textbook coordinator for additional information.

CITYU LEARNING GOALS

This course supports the following City University learning goals:

- Professional competency and professional identity

COURSE OUTCOMES

In this course, learners:

- Appraise entrepreneurial leadership traits and how they reflect on personal competencies and interests.
- Develop a new business concept using innovation techniques.
- Evaluate a new business using concept testing methods.
- Compare creativity techniques.
- Support a new venture opportunity using a market and customer analysis.

CORE CONCEPTS, KNOWLEDGE, AND SKILLS

- Company capability
- Competitive analysis
- Components of creativity and idea generation
- Concept testing methods
- Entrepreneurship traits and behaviors
- Target needs analysis

OVERVIEW OF COURSE GRADING

The grades earned for the course will be derived using City University of Seattle's decimal grading system, based on the following:

<i>Overview of Required Assignments</i>	<i>% of Final Grade</i>
Instructor Determined Assignments and Activities	20%
Am I an Innovative Leader Paper?	20%
Ideation Analysis	20%
Concept Opportunity Presentation	40%
TOTAL	100%

SPECIFICS OF COURSE ASSIGNMENTS

The instructor will provide grading rubrics that will provide more detail as to how this assignment will be graded.

Instructor Determined Assignments and Activities

Whether in class, online, or in a mixed mode setting, students will be graded on their participation in classroom discussions; ability to present, explain, or defend alternative viewpoints; and the degree to which they have mastered the concepts and principles inherent in the study of business management. Written work will be assessed not only on relevance to the subject presented, but also on adherence to good written form, APA style, and professional presentation. The instructor may also choose to create additional activities to support learning in the classroom or online.

<i>Components</i>	<i>% of Grade</i>
Quality of Responses	50%
Quantity of Responses	30%
Timeliness	20%
TOTAL	100%

Am I an Innovative Leader Paper?

The purpose of this assignment is to understand which traits and behaviors the students could improve on to be an innovative leader. Students evaluate their passions and entrepreneurial traits with at least two tools (costs may be associated with the tools) and write a 3-4 paper discussing those traits in the context

of innovation, leadership and improvement. Examples of the tools are Cognitive Ambidexterity, Myers-Briggs, The StrengthsFinder 2.0 assessment, The PAVF assessment, Smart Work Assessments' Self-Employment Profile and the Self Starter assessment. The paper should be clear and concise, double spaced, plus a title page and a reference page.

<i>Components</i>	<i>% of Grade</i>
Clear explanation of key traits, behaviors and issues	25%
Appropriate analysis, evaluation, and synthesis of personal leadership and how it matches with the entrepreneurship research	25%
Conclusions and recommendations are congruent with trait analysis	25%
References	10%
Writing Mechanics	15%
TOTAL	100%

Ideation Analysis

The purpose of this assignment is to develop or refine the student's business concept to be used throughout the entrepreneurship emphasis courses. The students will review the methods of ideation, including methods such as Springboard, GEOS, Storyboarding, and Design Burst. Use at least two different ideation methods to create or refine the new business concept. In this paper, the students will document the methods utilized and assess whether these methods aided in the creativity process. The students should conclude the paper with the new business concept developed from the ideation process. The ideation paper should be clear and concise, no more than two to three pages, double spaced, plus a title page and a reference page. Please be sure to incorporate course resources and two other outside readings and use APA formatting.

<i>Components</i>	<i>% of Grade</i>
Clear explanation of creativity methods	25%
Appropriate analysis, evaluation, and synthesis of utilization of these methods	25%
Conclusions and recommendations are congruent with ideation analysis	25%
Writing Mechanics	15%
References	10%
TOTAL	100%

Concept Opportunity Presentation

The fundamental goal of this assignment is to assess a new venture opportunity developed from the Ideation Analysis process. The presentation should utilize the 4 Cs, which are critical to understanding a particular business and its opportunities. The 4 Cs define success by analyzing the (1) the company, or in the case of new businesses the founders or owners motivations, objectives, strengths and weaknesses, (2) the category trends, category size, and category characteristics, (3) the competitors' features, benefits, and strengths and weaknesses, (4) the customer, defining and describing the target audience, their demographic, behavioral, and interest profile.

Students will evaluate whether the potential size and make-up of the category provides a potential opportunity for the new business. Identify and research any competitors who currently capture the potential target audience's resources (time and/or money). Students will examine and explain the competitors' industry structure as well as the competitors' SWOT. Students will assess and study the potential customer target for your new business and offer justification for how the product fits their needs.

Customer needs are tantamount to a new venture's success. Falling into the "Field of Dreams" trap of "if you build it they will come" is destined to failure.

A Blue Ocean strategy map may be applied in the presentation along with the SWOT analysis.

Using the resources assigned and outside resources gathered select the concept from the ideation exercise and analyze the 4 Cs. When presenting a concept in the real-world, information is synthesized into brief presentations. Thus, in a 10-12 slide presentation and 15 minute presentation, critically analyze the threats, opportunities, strengths and weaknesses of the new business idea. The assignment process also mimics the real world with iterative steps. First, an outline will be submitted to ensure the student is meeting the research requirements, then the instructor will review a draft presentation to improve on its clarity and completeness, and finally the final presentation will be delivered.

The "4 Cs" analysis should answer the following questions:

1. What benefit does the new business idea bring to its target audience?
2. What makes the business different from other businesses?
3. How do customers currently meet their needs that the business will now address?
4. What are the industry growth, size and other important legal and regulatory trends?
5. What would prevent a competitor from developing a similar product?
6. How does the idea match the management's goals, interests and strengths?

<i>Components</i>	<i>% of Grade</i>
Clear analysis of the strengths, weaknesses, threats and opportunities of the new business concept	25%
Appropriate analysis, evaluation, and synthesis of the "4C's"	25%
Conclusions and recommendations are congruent with strategic analysis and logically supported	25%
Presentation	15%
References	10%
TOTAL	100%

COURSE POLICIES

Late Assignments

A critical aspect of management is to meet predefined deadlines. Therefore, all assignments are expected to be submitted when due. No late assignments are accepted. Life-situations do occur. When an issue arises coordinate with the instructor prior to the assignment's due date and the due date may be adjusted. It is in the best interest of the student to ensure that all assignments are submitted on time.

Participation

Class participation will be evaluated during class. Participation includes being prepared for class discussions and contributing meaningful content when appropriate. It also includes individual effort contributed to the team project.

Professional Writing

Assignments require error-free writing that uses standard English conventions and logical flow of organization to address topics clearly, completely, and concisely. CityU requires the use of APA style.

UNIVERSITY POLICIES

Students are responsible for understanding and adhering to all of City University of Seattle's academic policies. The most current versions of these policies can be found in the [University Catalog](#) that is linked from the CityU Web site.

Antidiscrimination

City University of Seattle and its staff and faculty are committed to supporting our students. We value equity, diversity, and inclusion as a way of life as well as the educational opportunities it provides. City U will not tolerate any form of discrimination based on race, color, ethnicity, sexual orientation, gender identification, socioeconomic status, or religious values. If you have experienced any discrimination based on any of the above, we encourage you to report this to the University. Please report this to your instructor. If you do not feel safe reporting this to your instructor, please report to the Provost or to the Vice President of Student Affairs.

Non-Discrimination & Prohibition of Sexual Harassment

City University of Seattle adheres to all federal, state, and local civil rights laws prohibiting discrimination in employment and education. The University is committed to ensuring that the education environment is bounded by standards of mutual respect and safety and is free from discriminatory practices.

In the U.S., the University is required by Title IX of the Education Amendments of 1972 to ensure that all of its education programs and activities do not discriminate on the basis of sex/gender. Sex include sex, sex stereotypes, gender identity, gender expression, sexual orientation, and pregnancy or parenting status. Sexual harassment, sexual assault, dating and domestic violence, and stalking are forms of sex discrimination, which are prohibited under Title IX and by City University of Seattle policy. City University of Seattle also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internal or external to the institution. Questions regarding Title IX, including its application and/or concerns about noncompliance, should be directed to the Title IX Coordinator. For a complete copy of the policy or for more information, visit <https://my.cityu.edu/titleix> or contact the Title IX Coordinator.

In Canada, in compliance with the British Columbia Human Rights Code, the Alberta Human Rights Act, WorksafeBC, and the Workers' Compensation Board of Alberta, the University believes that its environment should at all times be supportive and respectful of the dignity and self-esteem of individuals. Discrimination, harassment and bullying conduct, whether through person to person behaviour or via electronic communications such as email or social media is not acceptable and will not be tolerated. As an educational institution, it is our responsibility to cultivate an environment of excellence, equity, mutual respect and to recognize the value and potential of every individual. The University will take all necessary steps to meet or exceed the requirements of the law to prevent discrimination, harassment and bullying. The Respectful Workplace Policy for the prevention of discrimination, harassment and bullying policy and procedure can be found at <https://www.cityu.edu/discover-cityu/about-cityu/> under the Policies section or at <https://www.cityuniversity.ca/about/>.

Religious Accommodations

City University of Seattle has a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The University's policy, including more information about how to request an accommodation, is available in the University Catalog and on the my.cityu.edu student portal. Accommodations must be requested by the 20% mark of this course (e.g. day 14 of a ten-week course, day 7 of a 5-week course) using the Religious Accommodations Request Form found on the student dashboard in the my.cityu.edu student portal.

Academic Integrity

Academic integrity in students requires the pursuit of scholarly activity that is free from fraud, deception and unauthorized collaboration with other individuals. Students are responsible for understanding CityU's policy on academic integrity and adhering to its standards in meeting all course requirements. A complete copy of this policy can be found in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Academic Integrity Policy*.

Attendance

Students taking courses in any format at the University are expected to be diligent in their studies and to attend class regularly.

Regular class attendance is important in achieving learning outcomes in the course and may be a valid consideration in determining the final grade. For classes where a physical presence is required, a student has attended if they are present at any time during the class session. For online classes, a student has attended if they have posted or submitted an assignment. A complete copy of this policy can be in the [University Catalog](#) under *Student Rights and Responsibilities* on the page titled *Attendance*.

Final Assignment Due Date

Final assignments for each class at CityU must be due on or before the final date of the course as indicated in the university's course information system. Due dates that extend beyond the final date of the course may negatively impact tuition funding for students.

SUPPORT SERVICES

Disability Services Accommodations Statement

Students with a documented disability who wish to request academic accommodations are encouraged to contact Disability Support Services to discuss accommodation requests and eligibility requirements. Please contact Disability Support Services at disability@cityu.edu or 206.239.4752 or visit the [Disability Support Services](#) page in the my.cityu.edu portal. Confidentiality will be observed in all inquiries. Once approved, information about academic accommodations will be shared with course instructors.

Library Services

CityU librarians are available to help you find the resources and information you need to succeed in this course. Contact a CityU librarian through the [Ask a Librarian](#) service, or access [library resources and services online](#), 24 hours a day, seven days a week.

Smarthinking Tutoring

CityU students have access to free online tutoring offered through Smarthinking, including writing support, from certified tutors 24 hours a day, seven days a week. Contact CityU's Student Support Center at help@cityu.ed to request a user name and password.