REVISED SCHEDULE

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| **10/5** | **What Makes Organizations Innovative?** |
| Lecture Description | What are the organizational conditions for successful innovation in a company? Organizations need to build the code for innovation right into the people*,*processes*,* and guidingphilosophies of the company.  From their studies of innovative organizations, Dyer, Gregersen and Christensen developed the 3P framework of innovative organizations. People, processes and philosophies define innovative organizations. These three factors fit together in a “3P framework,” where each element supports and shapes the others. It is essential to read part two (DNA of Disruptive Innovation Organizations) of the Innovator’s DNA. |
| Preparation Reading | * Innovator’s DNA: Mastering The Five Skills of Disruptive Innovators, Part Two: Chapters 7-10 (Posted on ELMS) |
| Preparation Links | * http://bsescholars.weebly.com/the-3ps.html |
| Preparation Questions | * Apply the framework to a company that has built the code for innovation right into the people, processes, and guiding philosophies of the company. More specifically, discuss the people, processes, and guiding philosophies that make the organization innovative. Your company example must not include class case examples. |

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| **10/12** | [**Demystifying Innovation:**](http://gtellis.net/Publications/Disruption.pdf)[**The Pre-Eminence of Internal Firm Culture**](http://gtellis.net/Publications/TellisetalInnovationofFirmsAcrossNations.pdf) |
| Lecture Description | “Innovate or die” has become the mantra for many companies. But how, exactly, should organizations innovate? To be sure, much has been written on the subject, yet many managers are still uncertain regarding what are the key drivers of radical innovation. Key questions this session will address include: 1) What causes or hinders innovation?; 2) Why do incumbent firms, especially market leaders, fail to innovate unrelentingly?; 3) Why do some incumbents maintain their dominance while others fail?; 4) How can a firm overcome the incumbent’s curse?; 5) What does culture mean?; 6) How does culture relate to innovation? |
| Preparation Readings | * Creative Destruction Whips through Corporate America: To survive and thrive business leaders must “create, operate, and trade” without losing control. (Posted on ELMS) Link: * <http://www.innosight.com/innovation-resources/strategy-innovation/upload/creative-destruction-whips-through-corporate-america_final2012.pdf> * Nike: Culture of True Believers, Fast Company. (Posted on ELMS). * Unrelenting innovation: How to create a culture for market dominance. San Francisco: Jossey-Bass. Link: * <http://umaryland.worldcat.org/oclc/809365737> (chapter 1, 2, 3, & 8). |
| Preparation Links | * <http://bsescholars.weebly.com/culture.html> * <http://www.youtube.com/watch?v=mnUEDA6drB8> (NASA Barriers to Innovation and Inclusion) |
| Preparation Questions | * Identify an organization that has suffered from the incumbent’s curse and explain what traits caused the organization to decline. Your company example must not include examples that have already been discussed in the class or a featured case in the book “Unrelenting Innovation.” |

**SPECIAL SESSION - Required**

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| **Sunday, 10/18 10:30-5PM** | **Necessity of Strangers – Team Learning Adventure Exercise** |
| Lecture Description/Special Session | Our objective is to gain insight about the real keys to innovation by exploring the world around us. SIX REQUIRED STOPS There will be six stops on today’s journey through Washington.  Each stop has been picked to provide a setting rich with clues that can help your team to reach its full potential as innovative thinkers. But it will take the curiosity and wonder of a child and the ability to step “out-­‐of-­‐the-­‐ box” (or “out-­‐of-­‐the-­‐classroom”) in order to find them. Each of our teams will be going to the same stops today but in a somewhat different order. You can take as much time or as little time as you choose at each stop—as long as you complete your mission. But an average of 40 -­‐ 45 minutes per destination (including travel time) should serve you well. And you must complete each stop before moving on to the next. There are a few “basic” requirements that each team must meet:  • You must complete all six “essential” assignments together as a team.  • You must be back at our meeting place by 4:45 p.m. to catch the bus back to campus.  • You must ask complete strangers for guidance at least twice.  • You must take pictures of your team at moments of great wisdom.  • You must eat something from a different culture or period in history.  • You must provide evidence of your choosing from each stop along the way.  • You must gain insight from at least one other species during your journey.  • You must come up with a suitable nickname for each member of your team based on their behavior during the course of the day  When you return from exploring make sure to bring back the ideas, insight, and evidence you have collected throughout the day. You will use it to stretch our thinking about innovation, people, technology, and the keys to life and business success.  The failure to participate in the team adventure exercise will result in a 25 percent reduction in your preparation, participation & OCB grade. Additionally, it will negatively impact your PCR grade as this is part of the PCR. |
| Preparation Reading | * Necessity of Strangers: Chapters 1-4 |

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| **10/19** | **Essential Insights From the "Masters of Innovation”** |
| Lecture Description | A Google search on the word innovation will return more than forty thousand books. Clay Christensen, David Kelley, and Tom Kelley are leading experts that provide key insights regarding innovation. These insights will provide you with a critical grounding in the field.  **Disruptive Innovation:** Clay Christensen is one of the top two business thinkers in the world. Christensen's book, The Innovator's Dilemma, illustrated how disruptive innovations drive industry transformation. Christensen's research demonstrates how growth-seeking incumbents must simultaneously maintain their core business, deflect disruptive attacks and seize disruptive opportunities.  **Design Thinking:** Creativity experts David and Tom Kelley have defined the concept of design-thinking with their founding of IDEO and with their iconic innovations in product, company culture and design education. Under the Kelley brothers' leadership, IDEO churned out several illustrious products of the digital generation — from the first mouse for Apple to the thumbs up/thumbs down Tivo button. Now they've published their design-thinking concepts into a compelling narrative, Creative Confidence: Unleashing the Creative Potential Within Us All, to demonstrate that everyone is creative and identify the principles and strategies that will allow individuals to tap their creative potential. |
| Preparation Readings | * How GE Is Disrupting Itself, Harvard Business Review (Posted on ELMS) * *Creative Confidence* by Tom & David Kelly - Chapter 1 & 2 |
| Preparation Links | * Harvard FSS: The Opportunity & Threat of Disruptive Technologies. Available from: Academic Search Premier, Ipswich ([www.lib.umd.ed](http://www.lib.umd.ed)) (Posted on ELMS) * <http://bsescholars.weebly.com/disruptive-innovation.html> |
| Preparation Questions | * Identify a new disruptive innovation in any industry (technology, medicine, consumer products, etc.), outline why it matters (2 or 3 sentences) and apply the disruption theory (usually introduced or successfully taken to market by an “outside” company; typically targets an underserved or entirely new market, initially inferior to existing products, less expensive than traditional or current products, typically advanced by an enabling technology). Your example must not include examples outlined by Clayton Christensen (Nextflix, Southwest Airlines, photography, etc.). |

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| **10/19 4:10PM** | **Guest Speaker: BJ Levin – Executive Producer At VICE Media** |
| Description | Mr. Levin is an Executive Producer of VICE. VICE is an HBO program produced by Vice Media.  VICE is a leading global youth media company with bureaus in over 30 countries. VICE operates the world’s premier original online video destination, VICE.COM, an international network of digital  BJ is a UMD graduate. His full profile is at www.linkedin.com/pub/bj-levin/4/110/973/. |

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| **10/26** | **Necessity of Strangers - Alan Gregerman** |
| Lecture Description/Special Session | Author Alan Gregerman will present a counterintuitive approach to fostering greater innovation, collaboration, and engagement. Most people assume success relies on a network of friends and close contacts. But innovative thinking requires a steady stream of fresh ideas and new possibilities, which strangers are more likely to introduce. The Necessity of Strangers, offers the provocative idea that engaging with strangers is an opportunity, not a threat, and that engaging with the right strangers is essential to unlocking our real potential. The Necessity of Strangers reveals how strangers challenge us to think differently about ourselves and the problems we face. |
| Preparation Reading | * Necessity of Strangers: Chapters 4-8. |

**SPECIAL REQUIRED SESSION - Location to be Announced**

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| **10/29 6:30-8PM** | **Midterm Exam** |
|  | The midterm is challenging. The midterm covers the assigned readings, lectures, class discussions, exercises, assigned video segment, and any additional handouts. The exam will test your knowledge of theories and concepts as well as your understanding of how these theories and concepts apply to organizational situations. The exams primarily consist of essay questions, fill in the blank questions and possibly multiple choice questions. |

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| **11/2** | **Design Thinking: Launch Design Challenge & Introduce Empathy (Part 1)** |
| Lecture Description | The word “design” has traditionally been used to describe the visual aesthetics of objects, including books, websites, products, interiors, architecture, and fashion. But increasingly, the definition of design has broadened to include not just outcomes but a process as well.  Design Thinking is an iterative approach that begins with a well‐defined problem and employs a variety of design‐based methodologies and tools to address virtually any type of organizational or business challenge—including those within public service.  Design thinking is a creative approach to problem solving and creating impact. Design Thinker is an energizing workshop that challenges teams to flex their creativity to solve a realistic and complex design challenge. In so doing, they engage with the terms, techniques, and thought patterns of successful innovators. We will examine each step of the design process and the methods and tools that make up a designer’s toolkit. We will learn how to apply this approach to organizational challenges and find innovative ways to create impact.  IMPORTANT NOTE: It is not possible to participate in 11/5, 11/9, 11/12 & 11/16 without participating in 11/2. As a result, if you miss this session you are missing a total of 3 sessions. The failure to participate will result in a 25 percent reduction in your Preparation, Participation & Organizational Citizenship Behavior (OCB). Additionally, it will negatively impact your PCR grade as this is part of the PCR. |
| Preparation Reading | *Creative Confidence* Chapters 3 & 4 |
| Preparation Link | http://on.ted.com/Kelley |

**Special Session – Required - Location to be Announced**

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| **11/5, 6-8** | Design Thinking Project Working Session |
| Lecture Description | Working Session |

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| **11/9** | **Design Thinking (continued) Define & Brainstorm (Part 2)** |
| Lecture Description |  |
| Preparation Reading | *Creative Confidence* - Chapters 5 & 6 |

**Special Session – Required - Location to be Announced**

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| **11/12 6-8** | Design Thinking Project Working Session |
| Lecture Description | Working Session |

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| **11/16** | **Design Thinking (continued) Prototype & Demo (Part 3)** |
| Lecture Description |  |
| Preparation Reading | *Creative Confidence* - Chapters 7 & 8 |

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| **11/23** | **Essential Insights From the "Masters of Innovation”** |
| Lecture Description | A Google search on the word innovation will return more than forty thousand books. Vijay Govindarajan, W. Chan Kim, and Renée Mauborgne are leading experts that provide key insights regarding innovation. These insights will provide you with a critical grounding in the field.  **Blue Ocean Strategy:** The rapid pace of change and competition has led executives to ask if there is a common pattern behind how to break away from the competition and create new demand and strong profitable growth? And if so what is it?" Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant, written by W. Chan Kim and Renée Mauborgne address these questions with the blue ocean framework. Kim and Mauborgne argue that businesses should focus less on their competitors and more on alternatives; they also should focus less on their customers, and more on non-customers, or potential new customers.  **Reverse Innovation:** Reverse innovation represents one of the biggest opportunities for corporate growth in America over the next several decades, according to global business strategist Vijay Govindarajan. Reverse innovation refers to the process by which companies in emerging markets produce inexpensive goods and services to meet the needs of the poor and then repackage them as cost-​​effective innovations for Western buyers. |
| Preparation Readings | * How GE Is Disrupting Itself, Harvard Business Review (Posted on ELMS) * Blue Ocean Strategy, Harvard Business Review (Posted on ELMS) |
| Preparation Links | * <http://bsescholars.weebly.com/blue-ocean-strategy.html> * http://bsescholars.weebly.com/reverse-innovation.html |

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| **11/30** | **Top Lessons that Steve Jobs Taught Us** |
| Lecture Description | Steve Jobs was an innovator who wanted to unify the world through technology. For him, the point was to set people free with tools to explore their own unique creativity. Jobs astounded the world with his creative vision. Best-selling biographer and media insider Walter Isaacson synthesizes thoroughly dissects the Apple founder’s life through extensive interviews and research. We can’t transform ourselves into Mr. Jobs, his life is full ground-breaking lessons and advice we can learn from. His whole existence is an example of determination, willpower, and the desire to destroy impeding barriers to become all that one can become. |
| Preparation Readings | * Steve Jobs by Isaacson - Chapters 11-16, 19, 22-31, 33-34; 36, 38, 42 |
| Preparation Links | * <https://www.youtube.com/watch?v=i67coca60gk> * Steve Jobs Stanford Commencement Speech 2005 [www.youtube.com/watch?v=D1R-jKKp3NA](http://www.youtube.com/watch?v=D1R-jKKp3NA) |
| Preparation Questions | * How could Steve Jobs who had been such an inconsiderate, selfish, and egomaniac businessman that he was forced out from the company he founded become one of the most successful CEO’s? As you address this question, make sure you consider his years outside of Apple (1985-1997). * What lessons about management and career development can be drawn from examining what Jobs accomplished? * Why has the story of Jobs become so important to us and why is it such contested territory? |

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| **12/7** | **Course Summary** |

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|  | **Comprehensive Final** |
|  | M&O BMGT 289B 0201 Wednesday, December 16, 2015 1:30-3:30pm |

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|  | **Comprehensive Final** |
|  | M&O BMGT 289B 101 Saturday, December 19, 2015 8-10AM |