ENES 463: Strategies for Managing Innovation  
Winter Term 2016

**COURSE DESCRIPTION**

This course explores how an innovative business operates, how the marketplace affects it, how innovation opportunities are identified, how individuals shape innovative roles in their business, how managers foster innovation in their business, and how innovation plays a part in an overall business strategy. This is an overview course where we examine the innovation process from the origination of a new creative idea through its transformation into ways it produces value in commercially useful products or services. We will examine the essential steps (scanning the business environment, opportunity recognition, ideation, prototype development, creative team formation, top management sponsorship, and best practices) that are necessary to manage innovation.

**COURSE OBJECTIVES**

The course objectives are designed to help students interested in new technology venturing develop the skills to:

- Understand and explain how the process of innovation operates within a business, and how an innovation is adopted in the marketplace
- Identify influential factors that facilitate or inhibit innovative strategies in a business
- Recognize key roles of innovators as they attempt to create acceptance of an innovation within their business or in the marketplace
- Perform a basic innovation opportunity audit for a business
- Apply creative problem solving techniques and navigate the challenges to innovation within a business

**COURSE MATERIALS**


Numerous resource materials on innovation management will be posted periodically on the class Canvas web page that will serve as substantial resources for learning how to understand innovation and how it is managed.

**INSTRUCTOR**

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*Office hours by appointment via Skype and on Canvas to be arranged*
## COURSE REQUIREMENTS & GRADING

All assignments in this course are to be completed by students individually.

### INNOVATION OPPORTUNITY AUDIT (20% of final grade)
**Goal:** This assignment is intended to sharpen your perception and recognition of innovation opportunity.
**Guidance:** In this assignment, students will select a specific business and analyze its potential innovation opportunities. Students may select an organization of their own choosing to analyze for this assignment. Your paper may be structured around the categories of opportunity described in class lectures and other resources from the innovation literature.
**Requirement:** The scope of this assignment is expected to be 4-5 single-spaced pages.
**The Opportunity Audit assignment is due by midnight January 10th.**

### INNOVATION ROLE ANALYSIS (25% of final grade)
**Goal:** This assignment is intended to help you understand and recognize the range of roles required to bring about an innovation.
**Guidance:** Your analysis will describe the key roles played in the innovation process as portrayed in a selected business. Students may select an innovative business of their own choosing to analyze for this assignment. For your selected business, explain how each innovation role played a part in its success or in the success of a specific innovation.
**Requirement:** At least 8 innovation roles are expected to be identified and analyzed in this assignment. The scope of your analysis is expected to be between 4-5 single-spaced pages.
**The Role Analysis assignment is due by midnight January 17th.**

### PLAN FOR AN INNOVATION INITIATIVE (25% of final grade)
**Goal:** This assignment is intended to demonstrate your overall understanding of what it would take to launch and carry out a basic innovative initiative.
**Guidance:** Your plan will be patterned broadly after an outline posted in our Canvas classroom. Each student will select a company as a context to develop their Plan. Specific guidance and format expectations will be posted during the course.
**Requirement:** The scope of this plan is expected to be about 5-6 single-spaced pages and include description of an innovation opportunity, discussion of its relevance and feasibility for the organization, role descriptions, forms of top management support, and strategies and best practices deemed appropriate to carry out the innovation initiative. Businesses used as a basis for this Plan must be identified and approved by the Instructor by or before January 18th.
**The Innovation Plan assignment is due by 5 PM January 22nd.**

### CLASS CONTRIBUTION (30% of grade)
Students at the senior/junior class level are ultimately responsible for their own learning. In addition to regular, online participation, meaningful interaction and discussion is expected. The basic level of participation is a substantive response to at least 2 discussion questions per week. In addition, meaningful interaction with classmates will require at least 2 thoughtful responses to classmate postings each week. Expected participation will require not only reading the assigned material, but also actively engaging in discussion in every module topic. Participation evaluation is based on the quality of the insights provided, the student's ability to maintain continuity of discussion (i.e., pays attention to existing discussion/prior comments), and answers to follow-up questions. Personal insights and observations above and beyond the required readings are expected to add practical relevance to these discussions.
ATTENDANCE AND PARTICIPATION POLICY

Active and regular participation in discussion conferences is required, as topics increase in complexity and build upon one another from week to week. You are expected to be prepared and play an active role in the discussions that take place each week. University policy excuses the absences of students for illness (self or dependent), religious observances, participation in University activities at the request of university authorities, and compelling circumstances beyond the student's control. Students must request the excuse in writing and supply appropriate documentation, e.g., medical documentation.

The University of Maryland policy on religious observance states that students should not be penalized in any way for participation in religious observances and that, whenever feasible, they should be allowed to makeup academic assignments that are missed due to such absences. However, the student must personally hand the instructor a written notification of the projected absence within two weeks of the start of the semester. The request should not include travel time. It is the student's responsibility to inform the instructor of any intended absences for religious observances in advance and that prior notification is especially important in connection with final examinations, since failure to reschedule a final examination before the conclusion of the final examination period may result in loss of credits during the semester.

TEACHING AND LEARNING STYLE

This online course will be highly interactive. Due to the short duration of this winter session, regular and active class participation is required to meet learning objectives. Online lectures with class discussions will be complemented with practical examples of innovation applications. Students will be expected to grasp and understand innovation concepts and translate their relevance in the world of practice.

GUIDELINES FOR ALL COURSE ASSIGNMENTS

The following guidelines apply to all assignments without exception.
- All written assignments will be in 12 pt font, Times New Roman, & single-spaced with 1” margins, with the exception of presentations that may be delivered using PowerPoint.
- All written work must be submitted by the due date. You are certainly encouraged to turn in papers before the deadline. Late assignments will receive a deduction of 5% after one day, and 10% after three days. Assignments not posted one week after the due date receive a grade of ‘F’.
- Do not exceed the page limit requirement as stated in each assignment (minimum 5 pt. penalty).
- Assignments not meeting all of these guidelines will not be accepted.

ACADEMIC INTEGRITY

The University is one of a small number of universities with a student-administered Honor Code and an Honor Pledge. The Code prohibits students from cheating on exams, plagiarizing papers, submitting the same paper for credit in two courses without authorization, buying papers, submitting fraudulent documents, and forging signatures. The University Senate asks instructors to consider asking students to write the following signed statement on each examination or assignment: I pledge on my honor that I have not given or received any unauthorized assistance on this examination (or assignment). Compliance with the code is administered by the Student Honor Council, which strives to promote a “community of trust” on the College Park campus. Allegations of academic dishonesty should be reported directly to the Honor Council (301-314-8450) by any member of the campus community. For additional information, consult the Office of Student Conduct website. For a description of the University's definition of academic dishonesty, suggestions on how to prevent cheating, and practical answers to frequently asked questions about the Code of Academic Integrity, consult the Student Honor Council's Resources for Faculty webpage.
ACCOMMODATIONS FOR STUDENTS WITH DISABILITIES

The University will provide appropriate accommodations for students with documented disabilities. In order to ascertain what accommodations may need to be provided, students with disabilities must inform faculty of their needs at the beginning of the semester.

SCHEDULE, MAIN TOPICS & ASSIGNMENT DUE DATES

Week One: January 4-10
Part I – UNDERSTANDING INNOVATION
Module 1: Defining Innovation; Innovation as Creative Destruction
Module 2: Types and Levels of Innovation
Module 3: Technology’s fit with Innovation

Part II – RECOGNIZING INNOVATION OPPORTUNITY
Module 4: Sources of Innovation Opportunity
Module 5: Environmental Scanning for Opportunity; Feasibility Screening
Module 6: Lead Users as Indicators of Opportunity; Value Chains & Innovation Opportunity
  ❖ The Opportunity Audit assignment is due by midnight January 10th.

Week Two: January 11-17
Part III – IDENTIFYING INNOVATION ROLES & PROCESS
Module 7: Innovation Roles & Players; Core Innovation Competencies
Module 8: Innovation Process Steps
Module 9: Innovation & Creative Action

Part IV – ORGANIZING INNOVATION OPERATIONS & ACTIONS
Module 10: Corporate Venturing & Innovation
Module 11: Fostering an Innovation Culture
  ❖ The Role Analysis assignment is due by midnight January 17th.

Week Three: January 18-22
Part V – APPLYING INNOVATION STRATEGIES & BEST PRACTICES
Module 12: Innovation Strategy
Module 13: Innovation Portfolios

Part VI - INNOVATION CHALLENGES IN ESTABLISHED FIRMS
Module 14: Finding and Gaining Sponsorship & Support for Innovation
Module 15: Overcoming Barriers to Innovation
  ❖ The Innovation Plan assignment is due by 5 PM January 22nd.