



Leading Innovation and Creativity

Course: 53:533:527:90
Term: Spring 2025

CONTACT INFORMATION

Professor: Dr. Kristie McAlpine
Email: kristie.mcalpine@rutgers.edu
Office: BSB 259
Course Meetings: fully online (asynchronous)
Office Hours: by appointment

ADMINISTRATIVE DATES

Tuesday, January 21 – First Day of Class
Saturday, March 15 – Monday, March 24 – Course Spring Recess Period
Monday, May 5 – Last Day of Class
Tuesday, May 6 & Wednesday, May 7 – Reading Days
Thursday, May 8 – Saturday, May 10 – Course Final Exam Period

COURSE DESCRIPTION

This course examines how people can create value through creativity and innovation in their companies. It is targeted to those interested in working in high or low technology firms, as well as those interested in consulting. The course objectives are to build familiarity with creativity and innovation concepts and terms, develop skills in creative strategic thinking, build skills in persuasively communicating creative ideas, and develop skills necessary for implementing creative ideas. Through interactive exercises and simulations, the emphasis is on helping the student develop their own knowledge and skills, as well as build their capacity, as current or future managers, to influence the creativity and innovation process in organizations.

LEARNING GOALS AND OBJECTIVES

After completing this course, students should be able to:

1. Define key course concepts and terms (creativity, innovation, etc.).
2. Identify the potential for product, service, process, and business model innovation within an organization.

3. Generate and persuasively communicate ideas.
4. Weigh multiple criteria to select promising ideas.
5. Compare and contrast different models of implementing ideas.
6. Identify the organizational factors that support and constrain creativity and innovation.
7. Compare and contrast strengths and weaknesses of an organization in terms of its innovation management and performance.

COURSE MATERIALS

- **Required Textbook:** Goffin, K., & Mitchell, R. (2017). *Innovation Management: Effective Strategy and Implementation (3rd Ed.)*, Palgrave. ISBN: 978-1137373434.
⇒ Print and eBook copies are available. Can be purchased to own (new or used) or for rental via the Rutgers-Camden Barnes & Noble bookstore (<https://universitydistrict.bncollege.com/webapp/wcs/stores/servlet/TBWizardView?catalogId=10001&langId=-1&storeId=65132>). You may also purchase directly via <https://www.barnesandnoble.com> and <https://www.amazon.com>.
- **Required Simulation:** The coursepack can be purchased online via Harvard Business Publishing (<https://hbsp.harvard.edu/import/1254170>). **Please purchase the simulation at the latest by Day 1 of Module 5.**
- **Additional Required Materials:** Narrated lectures, readings, and other posted material is available on the course Canvas site. Note that the class materials for a particular week will be posted by 12pm on Tuesday of the week it is assigned. You are strongly encouraged to access this course via Canvas several times a week. Each module, with the exception of exam weeks, begins on Day 1 (Tuesday) and ends on Day 7 (the following Monday). For more details, please refer to the course outline on the last page of the syllabus.
- **Copyright of Course Materials:** All original course materials posted on Canvas, including presentation slides, handouts, and assignments, are intellectual property belonging to the professor. These materials are provided to students for their own personal use *only*. Students are not permitted to buy, sell, or distribute any course materials without the express written permission of the professor. Such unauthorized behavior constitutes academic misconduct.

COURSE GRADING STRUCTURE

90% ≤ A
85% ≤ B+ < 90%
80% ≤ B < 85%
75% ≤ C+ < 80%
70% ≤ C < 75%
F < 70%

Weekly Activities (e.g., discussions, assignments, simulation)*	20%
Reading Comprehension Quizzes*	15%
Mid-Term Exam	20%
Team Presentation	25%
Final Exam	20%

*Lowest grade is dropped

COURSE GRADING POLICIES

Team Project Policy: This course involves substantial collaboration. It is imperative that all students coordinate and participate in good faith with their team members. As a default, team projects will be graded such that all team members receive the same grade. However, in the unlikely event that a member fails to adequately participate, I reserve the right to investigate the matter and adjust an individual member's grade down, up to and including receiving zero points.

Make-up Work Policy: If, for a university-approved reason, you cannot complete a quiz, assignment, or exam during the scheduled time, you must give me written notice via email (kristie.mcalpine@rutgers.edu) at least one week in advance so that other arrangements can be made. If the situation does not allow for advance notification (e.g., emergency hospitalization), contact me as soon as possible after the missed work and provide written documentation. The ability to make up work for non-university approved reasons is not guaranteed.

Late Work Policy: All work must be completed and *uploaded to Canvas* by the specified due date (with the exception of a university-approved, documented, and professor-verified reason; see Make-up Work Policy above). Any work submitted after the due date and time will receive a reduction of one full letter grade for each day that it is late.

Grading Challenges: If you have a question or concern about a grade, you may submit this in writing to me (via email) *within 5 calendar days after the assignment or exam grade has been released*. You must make a case in writing for why you believe your grade is incorrect, providing a detailed account of how your submitted work merits a better grade. If you decide to challenge your grade, and I am convinced by your reasoning, your entire assignment or exam will be re-graded and you should be aware that your grade may go either up or down. Please note that I will not consider end-of-semester requests to re-grade work from earlier in the semester if it falls outside of the 5-day grade release period specified above.

Incompletes: "Incompletes" will only be given through prior consultation, under extreme circumstances, and when completion of the course requirements in question would substantially improve your grade. In the rare event when an "incomplete" is given, you must submit all of the agreed-upon work to me by the Rutgers registrar deadline to avoid the "incomplete" converting to an "F": <https://registrar.camden.rutgers.edu/grade-instruction#incomplete>.

COURSE COMMUNICATION

Syllabus: To the best of my ability, this course will follow the syllabus as written, but I reserve the right to alter it. Scheduled topics may change and policies may be revised as needed throughout the course.

Course Announcements: All class communication will be via your Rutgers e-mail, discussion forums, and other tools in Canvas. You are expected to check your Rutgers e-mail at least two or three times throughout each week. All course announcements can also be accessed via the “Announcement” page in Canvas. Not checking Canvas or your Rutgers email is not an excuse for missing any communications.

Communication about Course-Related Issues: We will be using a threaded “Course Help” discussion forum for all course-related questions. Rather than emailing me directly with questions about requirements, due dates, grading policies, etc., I encourage you to post your questions on the forum. Before posting, please review the syllabus carefully to make sure that your course-related question isn't already answered here. If it is not, please post your question on the forum so that other students or I can answer it for the benefit of everyone.

Communication about Technical Issues: While I will be able to answer your course-related questions, I may not be able to answer your technical Canvas-related questions. If you have a technical issue that needs immediate attention, please contact one of the technical support resources that are available to you 24/7. You can access these resources via the “Help” button on the bottom left panel on your screen. This opens up options to speak with a live Canvas agent or a staff member of the Rutgers Help Desk. You can also reach them directly through OIT: <https://it.rutgers.edu/help-support/>.

Communication about Personal Concerns: Personal concerns regarding grades, accommodations, or feedback should be addressed directly to me via my Rutgers email: kristie.mcalpine@rutgers.edu.

Professor Communication and Availability: If you need to email me, be sure to include your full name and the course number. Depending on when you send your email, you can expect a response:

- Monday-Friday during the semester: within 24 hours (likely sooner, if between the hours of 9am and 5pm).
 - Please note: emails received after 5 pm may not be addressed until the next day.
- Weekends during the semester: within 48 hours.

If you do not receive a response from me within the above listed time frame, please send the email again. I will do my best to adhere to these guidelines; I ask that you do the same if I contact you directly. While I will make every effort to be responsive to your needs, please be respectful of my availability.

ACADEMIC INTEGRITY

The Academic Integrity policy can be found at <http://studentconduct.rutgers.edu/student-conduct-processes/academic-integrity/>

Students are responsible for understanding the principles of academic integrity and abiding by them in all aspects of their work at the University. Students are also encouraged to help educate fellow students about academic integrity and to bring all

alleged violations of academic integrity they encounter to the attention of the appropriate authorities.

Academic Integrity means that you (the student) must:

- Properly acknowledge and cite all use of the ideas, results, or words of others,
- Properly acknowledge all contributors to a given piece of work,
- Make sure that all work submitted as your own in a course activity is your own and not from someone else
- Obtain all data or results by ethical means and report them accurately
- Treat all other students fairly with no encouragement of academic dishonesty

Adherence to these principles is necessary in order to ensure that:

- Everyone is given proper credit for his or her ideas, words, results, and other scholarly accomplishments
- All student work is fairly evaluated and no student has an inappropriate advantage over others
- The academic and ethical development of all students is fostered
- The reputation of the University for integrity is maintained and enhanced

Failure to uphold these principles of academic integrity threatens both the reputation of the University and the value of the degrees awarded to its students. Every member of the University community therefore bears a responsibility for ensuring that the highest standards of academic integrity are upheld. Violations are taken seriously and will be handled according to University policy.

STUDENT CODE OF CONDUCT

Rutgers University-Camden seeks a community that is free from violence, threats, and intimidation; is respectful of the rights, opportunities, and welfare of students, faculty, staff, and guests of the University; and does not threaten the physical or mental health or safety of members of the University community, including in classroom space.

As a student at the University you are expected adhere to the Code of Student Conduct.

To review the code, go to the Office of Community Standards:

<https://deanofstudents.camden.rutgers.edu/student-conduct>

Note that the conduct code specifically addresses disruptive classroom conduct, which means *"engaging in behavior that substantially or repeatedly interrupts either the instructor's ability to teach or student learning. The classroom extends to any setting where a student is engaged in work toward academic credit or satisfaction of program-based requirements or related activities."*

COURSE EXPECTATIONS

The following protocols reflect professional business norms on manners, courtesy, and respect. In general, you should treat others as you would like others to treat yourself. Be mindful that what is acceptable in a text or chat with friends may not be appropriate in an online conversation with your classmates or professor. Even though many of you are already aware of these protocols, they are explicitly stated here so that everyone is cognizant of them. These protocols should be followed by all students taking this course to help ensure that the online experiences for everyone are pleasant and learning focused.

- In all of your communication, please address the individual to whom you are speaking appropriately, by using their name and, where appropriate, their title (i.e., “Dr.”). Please note that I will address you with your first name, unless you prefer that I address you differently.
- Never send offensive and insulting messages (this is a violation of the Student Code of Conduct). If you disagree with someone, say so constructively and provide evidence for your reasoning.
- Treat all communication and postings as permanent forms of written record and do not expect any of your email communications to be private, unless stated otherwise. Instead, assume that all e-mail communications are public.

DISABILITY SERVICES/ACCOMMODATIONS

The University is committed to supporting the learning of all students and faculty will provide accommodations as indicated in a Letter of Accommodation issued by the Office of Disability Services (ODS). If you have already registered with ODS and have your letter of accommodations, please share this with me early in the course. If you have or think you have a disability (learning, sensory, physical, chronic health, mental health or attentional), please contact <https://success.camden.rutgers.edu/disability-services>.

Accommodations will be provided only for students with a letter of accommodation from ODS. Their services are free and confidential. Letters only provide information about the accommodation, not about the disability or diagnosis.

COURSE OUTLINE

Week	Canvas Module(s)	Module Start (Day 1)	Module End (Day 7)	Topics
Week 1	Getting Started & Module 1	1/21	1/27	Getting Curious
Week 2	Module 2	1/28	2/3	Creativity & Innovation: A Framework
Week 3	Module 3	2/4	2/10	The Macro Context of Innovation
Week 4	Module 4	2/11	2/17	Innovation Across Sectors
Week 5	Module 5	2/18	2/24	Stage 1: Generating Ideas
Week 6	Module 6	2/25	3/3	Stage 2: Selecting Ideas
Week 7	Module 7	3/4	3/10	Stage 3: Implementing Ideas
Week 8	Mid-Term	3/11	3/15	Team Set-up <u>Mid-Term Exam</u> [3/13 – 3/15*]
Week 9	[Break]	3/15	3/24**	[SPRING BREAK – NO CLASS]
Week 10	Module 8	3/25	3/31	People, Culture, and Organization 1
Week 11	Module 9	4/1	4/7	People, Culture, and Organization 2
Week 12	Module 10	4/8	4/14	People, Culture, and Organization 3
Week 13	Module 11	4/15	4/21	Innovation Strategy
Week 14	Module 12	4/22	4/28	Innovation Outcomes
Week 15	Course Wrap-Up	4/29	5/5	<u>Team Presentations Due</u> [5/5]
Final Exam	Final Exam	5/8	5/10	<u>Final Exam</u> [5/8 – 5/10]

*Extra day for Mid-Term Exam to accommodate weekend test-takers

**Extra day – enjoy ☺