



Leading Innovation and Creativity

Course: 53:533:527:90

Term: Spring 2026

CONTACT INFORMATION

Professor: Dr. Kristie McAlpine

Email: kristie.mcalpine@rutgers.edu

Office: BSB 259

Course Meetings: fully online (asynchronous)

Office Hours: virtual, by appointment

ADMINISTRATIVE DATES

Tuesday, January 20 – First Day of Class

Saturday, March 14 – Monday, March 23 – Course Spring Recess Period

Monday, May 4 – Last Day of Class

Tuesday, May 5 & Wednesday, May 6 – Reading Days

Thursday, May 7 – Saturday, May 9 – 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. Available for purchase or rent via the Rutgers-Camden Barnes & Noble bookstore <https://universitydistrict.bncollege.com/shop/university-district/page/find-textbooks>

Required Simulation: The coursepack can be purchased online via Harvard Business Publishing: <https://hbsp.harvard.edu/import/1374461>. **Please purchase the simulation *BEFORE* 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

<i>Weekly Activities</i>	<i>40%</i>
Course Application Activities (e.g., discussions, assignments, simulation)	20%
Reading Comprehension Quizzes	20%
<i>Exams</i>	<i>40%</i>
Mid-Term Exam	20%
Final Exam	20%
<i>Team Project</i>	<i>20%</i>
Shark Tank Project	20%

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

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 event that an individual fails to adequately participate, I reserve the right to investigate the matter and adjust an individual team 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.

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: 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 Canvas window. 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 with the Professor: Personal questions regarding your grade, accommodations, or course feedback should be emailed to me **via my Rutgers email (kristie.mcalpine@rutgers.edu (please NOT via your Canvas Inbox))**. When emailing, please use **your Rutgers email, your full name, and the course name**. If you do not receive a response from me within 1-2 business days, please send the email again. I will do my best to get back to you as soon as possible; I ask that you do the same if I contact you directly.

ACADEMIC INTEGRITY

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

Rutgers University takes academic dishonesty very seriously. By enrolling in this course, you assume responsibility for familiarizing yourself with the Academic Integrity Policy and the possible penalties (including suspension and expulsion) for violating the policy. As per the policy, all suspected violations will be reported to the RU-Camden Dean of Students.

Academic dishonesty includes (but is not limited to):

- cheating
- plagiarism
- aiding others in committing a violation or allowing others to use your work
- failure to cite sources correctly
- fabrication
- using another person's ideas or words without attribution
- re-using a previous assignment

- unauthorized collaboration
- sabotaging another student's work

Please review the [Academic Integrity Policy](#). Information is also available at the RU-Camden Dean of Students site: <https://camden.rutgers.edu/deanofstudents/academic-integrity>

RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE (AI)

AI can be a valuable learning tool when used thoughtfully, but **it should not replace independent learning**. Research indicates that overreliance on AI use can weaken critical thinking, analytical reasoning, and professional judgment—skills vital for academic success, career advancement, and job competitiveness.

This course promotes AI use to enhance learning, not substitute for it. You are expected to actively engage with material, critically assess any AI-assisted work, and take full responsibility for submissions, as generative AI may produce inaccurate or fabricated information. **The goal is to develop *your* ability to think, reason, and communicate clearly and confidently.**

ACCEPTABLE AND UNACCEPTABLE USE OF AI

The use of generative AI tools (e.g. ChatGPT) is permitted in this course for the following activities:

- Brainstorming and refining ideas (e.g., for your Shark Tank Project), **but NOT when the activity is explicitly meant to build *your* brainstorming or idea refinement skills (e.g., our weekly course application activities)**
- Finding information on your project topic

The use of generative AI tools is **NOT** permitted in this course for the following activities:

- Reading Comprehension Quizzes
- Exams
- Writing entire sentences or paragraphs to complete class assignments, discussions, or project components

You are responsible for the information you submit based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited in order to stay within university policies on academic honesty. **Any assignment that is found to have used generative AI tools in unauthorized ways based on guidelines in this syllabus, will be subject to report of a violation of Academic Integrity and thus the appropriate adjudication.** When in doubt about permitted usage, please ask for clarification.

UNIVERSITY 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 of Conduct and Title IX policy go to [RU-Camden Dean of Students Office](#)

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."

EXPECTATIONS OF CLASSROOM CIVILITY

The following protocols reflect professional business norms on manners, courtesy, and respect. Be mindful that what is acceptable when chatting with friends may not be appropriate in a conversation with your classmates or with me.

- Never send offensive and insulting messages to me or to any of your classmates (this is a violation of the University 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.
- In all your communication, please address the individual to whom you are speaking appropriately, by using their name and, where appropriate, their title (i.e., "Dr."). Do not address someone as "Hey". Please note that I will address you with your first name, unless you prefer that I address you differently.

DISABILITY SERVICES/ACCOMMODATIONS

Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>.

If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you and your instructor with a Letter of Accommodation. Please discuss the accommodation(s) with your instructors as early in your courses as possible. To begin this process, please complete the [registration form](https://webapps.rutgers.edu/student-ods/forms/registration) (<https://webapps.rutgers.edu/student-ods/forms/registration>).

COURSE OUTLINE

Week	Canvas Module(s)	Module Start (Day 1)	Module End (Day 7)	Topics
Week 1	Getting Started & Module 1	20-Jan	26-Jan	Getting Curious
Week 2	Module 2	27-Jan	2-Feb	Creativity & Innovation: A Framework
Week 3	Module 3	3-Feb	9-Feb	The Macro Context of Innovation
Week 4	Module 4	10-Feb	16-Feb	Innovation Across Sectors
Week 5	Module 5	17-Feb	23-Feb	Stage 1: Generating Ideas
Week 6	Module 6	24-Feb	2-Mar	Stage 2: Selecting Ideas
Week 7	Module 7	3-Mar	9-Mar	Stage 3: Implementing Ideas
Week 8	Mid-Term	10-Mar	14-Mar	Team Set-up <u>Mid-Term Exam</u> (Exam Dates: 3/12-3/14*)
Week 9	[Break]	14-Mar	23-Mar**	[SPRING BREAK – NO CLASS]
Week 10	Module 8	24-Mar	30-Mar	People, Culture, and Organization 1
Week 11	Module 9	31-Mar	6-Apr	People, Culture, and Organization 2
Week 12	Module 10	7-Apr	13-Apr	People, Culture, and Organization 3
Week 13	Module 11	14-Apr	20-Apr	Innovation Strategy
Week 14	Module 12	21-Apr	27-Apr	Innovation Outcomes
Week 15	Course Wrap-Up	28-Apr	4-May	<u>Team Presentations Due</u> (5/4)
Final Exam	Final Exam	7-May	9-May	<u>Final Exam</u> (5/7-5/9)

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

**Extra day – enjoy ☺