

**CLA9003 Innovation in Practice**  
**Course Description and Schedule – Second Term 2023-2024**

Instructor	<b>PENG Ling – Head and Associate Professor of MIB</b>
Contacts	E-mail: <a href="mailto:lingpeng@ln.edu.hk">lingpeng@ln.edu.hk</a>
Website	All teaching materials will be uploaded to <b>Moodle</b> (Weekly Style)
Time & Venue	<b>Tuesday 15:30-18:30 @LKK202</b>
Office Hours	Tuesday 14:00 – 15:30 or by appointment

### **Brief Course Description**

Innovation has become a major engine of economic expansion and social development. Understanding the dynamics of innovation and ability to plan and contribute to the strategic processes underlying innovation is therefore essential to job performance and personal career development in arts, economics and business. This course focuses on how to create value and growth through innovation in new and existing markets. The course will be taught using interactive methods and techniques throughout.

### **Aims**

The purpose of the course is to provide students with a broad understanding of innovation within the context of new product development and management framework and help them develop a basic grounding of innovation theory and practice. They can apply the skills and techniques they have learned routinely throughout their graduate experience and beyond and find it easier to study other degree subjects which encourage ideas, creativity and innovation.

### **Learning Outcomes**

On completion of this course, students will be able to:

- Define, explain and critically reflect on main theories and concepts of innovation.
- Define, discuss and reflect on the characteristics of innovation and its relation to strategic management.
- Define and explain the phases and intermediate results in new product development process.
- Plan and implement relevant analyses and develop a new product plan for an enterprise.
- Apply theories of innovation to demonstrate the best level of practice in each problem situation.

## Indicative Content

1. Innovation and Creativity: The importance of innovation, Different views of innovations, Types of innovation, Forms of creativity, Approaches to creativity, Role of creativity in innovation, Creative process, Six-hat thinking system
2. Overview of New Products Process: Serendipity and knowledge funnel; Six types of new products, The basic new product process, The evaluation tasks in new product development process
3. Opportunity Identification and Selection: Overview of strategic planning and management, New product strategy inputs, Product innovation charter
4. Ideation and Concept Generation: Brainstorming techniques, Systematic inventive thinking, Ideation approaches, Concept development, Open innovation, Finding innovation sweet spot
5. Concept / Project Evaluation: Types of concept tests, Usage of concept testing, Purposes of concept testing, Procedure of concept testing, Design of concept testing, Data collection methods, Analyzing research results, Sales forecasting
6. Development and Innovation Team Management: The role of marketing during development, Design, Product use testing, New product organizations
7. Strategic Launch Planning and Market Testing: Common myths about marketing planning, Strategic launch planning including the strategic givens, guideline decisions, strategic launch decisions and tactical launch decisions, Market testing

## Teaching Method

The approach for innovation is practical and problem-oriented. The course begins with a discussion of innovation strategy and is followed by topics on the major phases in the new product development process. Applications are described in the context of consumer and industrial, products and services, and frequently-purchased and durable goods. Real-world examples are used to demonstrate the best level of practice in each problem situation. This course consists of lectures on text materials, case discussions, and application of the concepts and theories to real world situations.

## Measurement of Learning Outcomes

1. Group Internet exercise requires students to collect the current events in the field of innovation. (LO2)
2. Final project requires students to conduct a concept/product test for a selected new product/service and present the testing results and follow-up recommendations. (LO3&4)
3. Self-reflection essay requires students to think critically what they have learned in the two group projects and to demonstrate what they have experienced, thought about, and integrated information associated with that experience. (LO5)
4. Final exam specifically requires students to apply knowledge and past learning in addressing the case(s) and general essay questions. (LO1 to 5)

## Assessment

Student evaluation is based on:

<b>Continuous Assessment as follows</b>	<b>55%</b>
- Group Internet Exercise	20%
- Group Project	20%
- Self-reflection Paper	15%
<b>Final Exam</b>	<b><u>45%</u></b>
<b>Total</b>	<b>100%</b>

## Required/Essential Readings

Given the subject area is developing quickly, so no single textbook is fully suitable. The lecture notes draw upon different sources and so may not fully follow any of the textbooks.

## Recommended/Supplementary Readings

1. Crawford, Merle and Anthony Di Benedetto (2020), *New Products Management*, 12th edition, McGraw-Hill.

2. *Innovation reports* of Boston Consulting Groups (2018-2023)

2018: Innovators Go All in on Digital

2019: The Rise of AI, Platforms, and Ecosystems

2020: The Serial Innovation Imperative

2021: Overcoming the Innovation Readiness Gap

2022: Are You Ready for Green Growth

2023: Reaching New Heights in Uncertain Times

3. *Internet Websites and Academic Journals*

[www.pdma.org](http://www.pdma.org) - PDMA is the premier advocate and comprehensive resource for the profession of product development and innovation.

[www.ideo.com](http://www.ideo.com) - IDEO is an international design and innovation consultancy founded in Palo Alto, California, with other offices across the world. The company helps design products, services, environments, and digital experiences.

[Journal of Production Innovation Management](#) - The leading academic journal devoted to the latest research, theory, and practice in new product and service development.

## Important Notes

1. Students are expected to spend a total of 6 hours (i.e., 3 hours of class contact and 3 hours of personal study) per week to achieve the course learning outcomes.
2. Students shall be aware of the University regulations about dishonest practice in course work, tests and examinations, and the possible consequences as stipulated in the Regulations Governing University Examinations. In particular, plagiarism, being a kind of dishonest practice, is “the presentation of another person’s work without proper acknowledgement of the source, including exact phrases, or summarized ideas, or even footnotes/citations, whether protected by copyright or not, as the student’s own work”. Students are required to strictly follow university regulations governing academic integrity and honesty.
3. Students are required to submit writing assignment(s) using Turnitin.
4. To enhance students’ understanding of plagiarism, a mini course “Online Tutorial on Plagiarism Awareness” is available on <https://pla.ln.edu.hk/>.
5. ChatGPT and other Generative AI tools are expected and allowed for use in assignments. AI output used in assessment tasks should be properly referenced. For example, students may be required to submit a list of the “prompts” they gave to get content used in coursework and essays.

**CLA9003 – Innovation in Practice (2<sup>nd</sup> Term, 2023-24)**

**Section L1: Tentative Course Schedule – Tuesday 15:30 – 18:30, LKK202**

Time	Lecture	Readings* & Activities
Week 1: Jan 16	Course Introduction & Requirements L1: Innovation and Creativity (I)	
Week 2: Jan 23	L1: Innovation and Creativity (II)	<i>Group Internet Exercise Briefing &amp; Group Formation</i>
Week 3: Jan 30	L1: Innovation and Creativity (III)	
Week 4: Feb 6	L2: Overview of New Product Process (I)	Ch 2
<i>Chinese New Year Holidays (Feb 9-18)</i>		
Week 5: Feb 20	L2: Overview of New Products Process (II)	
Week 6: Feb 27	L3: Opportunity Identification & Selection - Strategic Planning for New Products	Ch 3
Week 7: Mar 5	<i>Internet Exercise Sharing Session</i>	
Week 8: Mar 12	L4: Ideation and Concept Generation (I)	<i>Midterm Review</i> Ch 5
Week 9: Mar 19	L4: Ideation and Concept Generation (II)	<i>Group Project Briefing &amp; Group Formation</i>
Week 10: Mar 26	L5: Concept/Project Evaluation	Ch 9 & 11
Week 11: Apr 2	L6: Development	Ch 13 & 14 & 15
Week 12: Apr 9	L7: Launch	Ch 16 & 17 & 18 <i>Group project consultancy</i>
Week 13: Apr 16	<i>Course Review and Final Exam Briefing</i> <i>Final Project Presentations (I)</i>	
Week 14: Apr 23	<i>Final Project Presentations (II)</i>	

\* Crawford, M. and A. Di Benedetto, *New Products Management*, 12th edition, McGraw-Hill, 2020.

**Rubric for Self-reflection Paper (15%)**

LO5. Apply theories of innovation to demonstrate the best level of practice in each problem situation.

<b>Criterion</b>	<b>Below satisfactory (0-4)</b>	<b>Satisfactory (5-7)</b>	<b>Very Good (8-10)</b>
Completeness (20%)	The author has omitted many items in the proforma and overall fails to convey a sufficient account of what happened and any consequences arising.	The author has responded to most items in the proforma and most responses convey a sufficient account of what happened and any consequences arising.	The author has provided a full response to each item in the proforma and each of response conveys a detailed account of what happened and any consequences arising.
Clarity (30%)	In many cases, the author fails to provide clear and readily understandable descriptions.	Although some aspects lack clarity, a majority of the descriptions are clear and readily understandable.	All or nearly all the descriptions are very clear and readily understandable.
Depth of reflection (50%)	There is little or no evidence that the author has thought hard about his/her learning and its personal significance and has given written expression to this.	There is some evidence that the author has thought hard about his/her learning and its personal significance and has given written expression to this.	There is abundant evidence that the author has thought hard about his/her learning and its personal significance and has given written expression to this.
Comments			
Overall Mark			

### Rubric for Group Project (20%)

LO3. Define and explain the phases and intermediate results in new product development process.

LO4. Plan and implement relevant analyses and develop a new product plan for an enterprise.

Criterion	Below satisfactory (0-4)	Satisfactory (5-7)	Very Good (8-10)
<b>Quality of Content (60%)</b>			
Development of PIC (15%)	Shows insufficient command of PIC development that applies to the project	Shows fair command of PIC development that applies to the project	Shows good demand of PIC development that applies to the project
Demonstrates understanding of concept testing methodology that applies (15%)	Concept testing methodology is not applied appropriately. Shows insufficient command of concept testing procedure that applies to the project	Identifies and shows fair command of concept testing methodology that applies to the project	Identifies and shows good command of concept testing methodology that applies to the project
Assesses, and analyzes the testing results (15%)	Students miss out most of the relevant techniques to analyze and assess the testing results	Students can apply some but not all relevant techniques to analyze and assess the testing results	Students can apply most of the relevant techniques to analyze and assess the testing results
Business recommendations (15%)	Students jump into conclusion with business recommendations coming out of nowhere.	Students can provide business recommendations with some evidence from the testing results.	Students can derive proper business recommendations with appropriate supporting data/evidence from the testing results
<b>Presentation Skills (30%)</b>			
Effective use of presentation tools (10%)	Poor use of presentation tools and/or many distractions (e.g., too much animation/pictures, too much information on one slide, poor color combination, absence of titles, etc.).	Generally good use of presentation tools. Some distractions but they are not overwhelming.	Balanced and proper use of presentation tools with little or no distractions.
Use of good body language, eye contact, appropriate voice tone and pace (10%)	Little poise and composure; makes poor or no eye contact with audience; poor posture; shows little or no enthusiasm and confidence; uses voice tone in-effectively or too monotone; pace is too fast or too slow.	Fairly poised and composed; makes fairly good eye contact with audience; balanced posture; shows some enthusiasm and confidence; uses voice tone relatively effectively; reasonable pace.	Shows poise and composure; make good eye contact with audience; balanced posture; shows enthusiasm and confidence; uses voice tone effectively; appropriate pace.
Clarity of speech /grammar (10%)	Incomprehensible, many grammatical mistakes.	Some grammatical mistakes, some difficulty in comprehension.	Very clear, good grammar and sentence structure.
<b>Teamwork Skills (10%)</b>			
Cooperation & Coordination	Shows no cooperation and poor teamwork.	Some evidence of teamwork and cooperation.	Clear evidence of teamwork and group cooperation.
Comments			
Overall Mark			

**CLA9003 Innovation in Practice - Group Project**

**PEER PARTICIPATION EVALUATION**

Now please evaluate your peers according to his/her contributions to the group assignment.

Your Name: \_\_\_\_\_

How satisfied are you with this group member's contribution to the project? Please don't assess yourself. (Circle one number in each row)

Group member	Name:	Very dissatisfied	Very satisfied
1		0 1 2 3 4 5 6 7 8 9 10	
2		0 1 2 3 4 5 6 7 8 9 10	
3		0 1 2 3 4 5 6 7 8 9 10	
4		0 1 2 3 4 5 6 7 8 9 10	
5		0 1 2 3 4 5 6 7 8 9 10	
6		0 1 2 3 4 5 6 7 8 9 10	

Please provide any comments on your peers' performance and involvement in this group project.

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