

**Lingnan University - Department of Marketing & International Business**  
**Master of Science in Marketing & International Business Program**

**MIB601 Innovation Management and Digital Transformation**

**Brief Course Description**

To stay relevant in the global marketplace, organizations need to constantly evolve, using innovative tools to their advantage. The first part of the course provides students with an in-depth understanding of innovation management using a management framework, focusing on how to create value and growth through innovation in new and existing markets. Students will explore the concepts, methods, and tools on how to organize and manage innovation process with the objective to better control cost and risk, examine the process of developing new products and many of the new product management issues faced by companies. The most successful companies in the world are harnessing digital transformation to create radically new customer experiences, compelling products, services, and business ecosystems. A shift to digital innovation requires big changes in strategy, operations, and organization. The second part of the course covers digital transformation, in which students will explore the world of disruption, from what it is to how to harness new strategies of digital transformation. Plenty of case studies will be discussed to help students to better understand the successes and failures in innovation management and digital transformation, ultimately, to improve the chance of success. The course will be taught using interactive methods and techniques throughout. Students will experience these facilitation techniques while learning innovation. They will then learn and practice these techniques so that they can apply them routinely throughout their graduate experience and beyond.

**Aims**

The primary goal of this course is to provide students with the practical knowledge and skills required to manage innovation and digital transformation. Throughout the course, students will gain an understanding of how firms can improve their innovation processes to develop new products and services and stay up to date with the latest developments in digital transformation. By the end of the course, students will be equipped with the tools and techniques necessary to enhance innovation management in their respective organizations.

**Learning Outcomes:**

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

1. Describe the nature and techniques of innovation and new product development (LO1)
2. Evaluate the process of developing new products and many of the new product management issues faced by companies (LO2)
3. Recognize and critically evaluate the power and potential of digital technologies to drive business transformation and create value (LO3)
4. Discuss how digital transforms innovation strategy, operations, and organization (LO4)
5. Demonstrate the best level of practice in each problem situation within the context of innovation management and digital transformation (LO5)

**Indicative Content** (*will be regularly updated to ensure it remains current*)

1. Innovation and Creativity: definitions of key terms, paradoxes of innovation, business model innovation, classifications of innovations, innovation and society
2. New Product Development: stage-gate process, minimum viable product strategy
3. Digital Transformation Fundamentals: what is digital transformation, what led to digital transformation, what enables digital transformation, why undergo a digital transformation, what are the pitfalls, five domains of digital transformation.
4. Digital Technologies and Applications: cloud computing, big data, artificial intelligence, internet of things, 3-D printing, virtual reality and augmented reality
5. Driving Digital Strategies: reimagine your business, reevaluate your value chain, reconnect with customers, rebuild your organization.

**Teaching Method:**

A combination of lectures, case studies, videos, live projects and in-class discussions will be employed to familiarize students with the theories and key concepts of the course. Students are required to participate actively in class discussion.

**Measurement of Learning Outcomes:**

1. **Show & tell** is a group Internet Exercise. Students in groups are required to collect information from the websites on the latest news/events of innovation/digital transformation. Each student group will show and tell their findings to the whole class in a peer learning day. (LO1&3&4)
2. **Group project** aims to assess students' ability to apply concepts and theories to analyze the current practices of a selected company in digital innovation or transformation. Students will identify the problems faced by the firm, apply knowledge and concepts to analyze the problems, and provide business recommendations to solve the problems. This project provides an opportunity for students to develop their analytical skills, research skills, and teamwork skills. It also allows them to apply theoretical concepts to real-world situations and gain a deeper understanding of digital innovation and transformation. (LO3&4&5) – *This year, the group project assignment will align with the Lingnan University Business Case Competition (LUBCC).* Please follow the link for more information. <https://www.ln.edu.hk/mkt/LUBCC.php>
3. **Individual reflection paper** requires students to think critically what they have learned in the lectures, show and tell, and group project and to demonstrate what they have experienced, thought about, and integrated information associated with that experience. (LO5)
4. **Final examination** assesses students' grasp on innovation management and digital transformation concepts and knowledge, as well as the ability to apply them to solve real business problems in the related areas. Specifically, it is an **open-book exam** that requires students to apply what they have learned to answer general essay questions or questions related to cases. (LO1-5)

**Assessment:**

(1) Continuous assessment as follows		70%
<i>Show and tell</i>	20%	
<i>Group project:</i>	30%	
<i>Individual essay:</i>	20%	
(2) Final examination		<u>30%</u>
<b>Total:</b>		<b>100%</b>

**Required/Essential Readings:**

Crawford, Merle and Anthony Di Benedetto, *New Products Management*, Eleventh edition, McGraw-Hill International Edition, 2015.

Thomas Erl and Roger Stoffers (2022), *A Field Guide to Digital Transformation*, 1st edition, The Pearson Digital Enterprise Series from Thomas Erl, Published by Addison-Wesley Professional.

**Recommended/Supplementary Readings:**

Sunil Gupta (2018), *Driving Digital Strategy*, Harvard Business Review Press.

**Key academic journals in Innovation and New Product Development**

Journal of Product Innovation Management  
Journal of Product and Brand Management  
International Journal of Innovation Management  
European Journal of Innovation Management  
Creativity and Innovation Management

**Use of Internet Websites**

Students are encouraged to scan the following websites for further information on the subject of innovation:

**www.pdma.org** - PDMA is the premier advocate and comprehensive resource for the profession of product development and innovation.

**www.ideo.com** - IDEO is an international design and innovation consultancy founded in Palo Alto, California, with other offices in San Francisco, Chicago, New York, Boston, London, Munich and Shanghai. The company helps design products, services, environments, and digital experiences. IDEO has won more of the BusinessWeek/IDSA Industrial Design Excellence Awards than any other firm. IDEO has been ranked in the top 25 most innovative companies by BusinessWeek and does consulting work for the other 24 companies in the top 25.

**Important Notes:**

1. Students are expected to spend a total of 9 hours (i.e. 3\* hours of class contact and 6\* 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 written 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.

**MIB601 Course Schedule (Tuesday 9:30-12:30, LBY-G01)**

Time	Lecture	Activities
Week 1: Jan 16	Course Introduction & Requirements L1: Innovation and Creativity (I)	Group formation exercise
Week 2: Jan 23	L1: Innovation and Creativity (II)	Group project briefing
Week 3: Jan 30	L1: Innovation and Creativity (III)	
<b><i>Chinese New Year Holidays (Feb 5-18)</i></b>		
Week 4: Feb 20	L2: New Product Development (I)	
Week 5: Feb 27	L2: New Product Development (II)	
Week 6: Mar 5	<b><i>Peer Learning Day: Show and tell (G1-G14)</i></b>	
Week 7: Mar 12	L3: Digital Transformation Fundamentals	
Week 8: Mar 19	L4: Digital Technologies and Applications	
Week 9: Mar 26	L5: Driving Digital Strategies (I)	
Week 10: Apr 2	<b><i>Group Project Presentations (G1-G7)</i></b>	
Week 11: Apr 9	<b><i>Group Project Presentations (G8-G14)</i></b>	
Week 12: Apr 16	L5: Driving Digital Strategies (II)	
Week 13: Apr 23	L5: Driving Digital Strategies (III)	
Week 14: Apr 30	Course review and final exam briefing	Individual Essay Due

**Rubric for Self-reflection Paper (20%)**

<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			