

## MAN4741 ICAP - Innovation, Change and Agile Projects



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Location EPI-420 and Tarpon Springs Library

### Required Text



#### MANAGING INNOVATION-W/E-BOOK ACCESS

**REQUIRED** | By *TIDD*

EDITION: 5TH 13

PUBLISHER: WILEY

ISBN: 9781118360637



#### BUILDING THE AGILE ENTERPRISE

**REQUIRED** | By *CUMMINS*

EDITION: 08

PUBLISHER: ELSEVIER

ISBN: 9780123744456



#### GUIDE TO PROJECT MGMT. BODY OF KNOWLEDGE

**RECOMMENDED** | By *PROJECT MGMT.*

EDITION: 5TH 13

PUBLISHER: PROJ MGMT

ISBN: 9781935589679

## Course Description

This course provides an integrated approach of Innovation and Change, together with Project Management and Agile Projects.

From a general business, non-profit, and government organizational viewpoint; organizations must adapt, change, and become more effective to support their mission and vision. This implies innovation and the tough choices to define a better future and avoid risk. On the other side, project management is becoming far more important in regular organizational structure as the continual need for change increases. In project management the ability to adapt within a project lifecycle and assimilate further change has highlighted the need to cope with more uncertainty, risk, and alteration to plans. In this light, we see the term agile practices, agile management, and agile projects becoming more important. Based on techniques in the information technology world, this course provides an in-depth approach to all of these topics, while building and integrated capability and skillset. It provides the bridge across all of these domains; in practice, this bridge is the enabler that provides success for all of the parties!

From our Approved course:

Prerequisite: MAN 3303 or equivalent and Admission to BAS in Management and Organizational Leadership (MGTORG-BAS) or BAS in Sustainability Management (SUSMGT-BAS) or Project Management Certificate (PRJMGT-CT). This course intends to provide an overview of concepts and strategies to select optimal options for change, use of management and leadership skills to build broad support for change, diffuse innovation, and the successful execution through solid project management practices. Topics include organizational culture, innovation processes, technology forecasting, organizational development, tools such as K-T (Keppler Trogue), Scrum, Joint Process Change, eXtreme Process and TRIZ, reengineering, diffusion of innovations theory, social epidemic theory, learning organization, and change implementation strategies. 47 contact hours.

## Course Objectives

- The students will evaluate methods, explore options, apply agile approaches, and select appropriate solutions to foster change and innovation at organizational and project levels.
- The student will develop appropriate plans and tactics to enable change, innovation, and agile responses that maximize net value creation.
- The student will manage the effective execution and control of change and innovation processes that include the ability to adapt to further change, resource limitations, or resistance.
- The student will organize the processes in such a way so that the innovation of change projects and processes achieve objectives and reach closure, while integrating to multiple or larger projects or environments.
- The student will integrate and effect change and innovation within legal, ethical, and professional standards, including sustainability and social responsibility.

## Course Requirements

The content of this course requires an extensive writing and multiple presentation components. Students display their knowledge and application of key organizational and project management via individual and team projects.

## Tentative Schedule

<b>MAN4741 Innovation, Change and Agile Projects</b>			
Topic & Activities	Pnts	Deadline	Content / Preparation
<b>Week One: Agile, Innovation and SOA</b>			
Discussion 1: Introduction	5	Monday	W1D1 Introduce Yourself & Expectations
Prepare Prior to Class / Discussions	-	Tuesday	Read BAE 1 & 2, MI 1&2, Files & Video
Discussion 2: Initial Post or Class	8	Thursday	W1D2 Post Initial Discussion
Discussion 2: Final Posts or Class	7	Sunday	W1D2 Add to the Discussion
Quiz - Weekly Reading	20	Saturday	W1Q1 Introducing Innovation & Projects
Assignment	30	Sunday	W1A1 Small Business Innovation
<b>Week Two: Process and the Organization</b>			
Prepare Prior to Class / Discussions	-	Monday	Read BAE 3, MI 2 & 3, Files & Video
Discussion 3: Initial Post or Class	8	Thursday	W2D3 Post Initial Discussion
Discussion 3: Final Posts or Class	7	Sunday	W2D3 Add to the Discussion
Quiz - Weekly Reading	20	Saturday	W2Q2 Core Business and Organization
Assignment	25	Sunday	W2A2 SOA
<b>Week Three: Creativity and Strategy</b>			
Prepare Prior to Class / Discussions	-	Monday	Read MI 4 & 5, Files & Video
Discussion 4: Initial Post or Class	8	Thursday	W3D4 Post Initial Discussion
Discussion 4: Final Posts or Class	7	Sunday	W3D4 Add to the Discussion
Quiz - Weekly Reading	20	Saturday	W3Q3 Strategy & Sources
Assignment	30	Sunday	W3A3 Different Approaches & Additional Sources
Team Charter	10	Sunday	W3T1 Everyone Submits the Same Charter
<b>Week Four: Rules, Links and Justification</b>			
Prepare Prior to Class / Discussions	-	Monday	Read BAE 4, MI 6, 7 & 8, Files & Video
Discussion 5: Initial Post or Class	8	Thursday	W4D5 Post Initial Discussion
Discussion 5: Final Posts or Class	7	Sunday	W4D5 Add to the Discussion
Quiz - Weekly Reading	30	Saturday	W4Q4 Rules, Links and Justification
Team Outline	25	Sunday	W4T2 Everyone Submits the Same Outline

### Week Five: Information and Execution

Prepare Prior to Class / Discussions	-	Monday	Read BAE 5 & 6, MI 9, Files & Video
Discussion 6: Initial Post or Class	8	Thursday	W5D6 Post Initial Discussion
Discussion 6: Final Posts or Class	7	Sunday	W5D6 Add to the Discussion
Quiz - Weekly Reading	15	Saturday	W5Q5 Information and Execution
Assignment	35	Sunday	W5A4 Learning from 3M

### Week Six: Structure, Delivery and Governance

Prepare Prior to Class / Discussions	-	Monday	Read BAE 7, 8, 9, Files & Video
Discussion 7: Initial Post or Class	8	Thursday	W6D7 Initial Discussion
Discussion 7: Final Posts or Class	7	Sunday	W6D7 Add to the Discussion
No Quiz - Prepare Team Deliverables		-	
Assignment	35	Sunday	W6A5 Agile in the Organization

### Week Seven: Models and your Project

Prepare Prior to Class / Discussions	-	Monday	Read BAE 10, MI 12, Files & Video
Team Discussion 1: Initial Posts or Class	15	Thursday	Team collaboration summary of project
Team Discussion 1: Final Posts or Class	10	Saturday	Review other teams and provide feedback

### Week Eight: Benefits and Learning

Prepare Prior to Class / Discussions	-	Monday	Read MI 12 (again) & 13, Files & Video
Quiz – Weekly Reading	20	Tuesday	W8Q6 Benefits and Learning
Team Project	65	Monday	W8T4 Everyone Submits the Same Final Project
Team Peer Review		Monday	W8T5 Everyone Submits a Confidential Peer Review

### Grade Allocations

Letter Grade	500	500	Total
Minimum for an A	450	105	Team
Minimum for a B	400	130	Quizzes
Minimum for a C	350	110	Discussions
F for Less than	350	155	Assignments

### Computer Requirements:

Students should have regular access to a computer that is connected to the Internet. It is strongly recommended that students have a broadband (high-speed) internet connection such as DSL or a cable modem. When taking on-line quizzes and exams (or viewing on-line video), students should have an Internet connection that is stable and will not drop their connection.

Students without a stable high-speed internet connection should consider making arrangements to take on-line quizzes and exams at one of the St. Petersburg College

libraries (or a similar facility) where a stable high-speed internet connection is available. Internet Explorer is the preferred browser to use to access course materials.

Because of the use of teams in many classes, a formal standard has been devised. This standard applies to all classes. Students are required to submit assignments and share team documents in Microsoft Office formats (Word, Excel, **Project**, and other Microsoft formats if specified).

The College of Business provides full function student licenses of Microsoft software, other than the basic Office product..

**This course requires students to submit assignments as video responses** with a PowerPoint attachment. Students would require a Webcam compatible with their computer to record these videos. Low cost cameras have been found to work well when they claim support for the student's computer operating system (such as XP, Vista, Windows 7, MAC, Linux). Alternatively, students may book a machine equipped with a camera at the EpiCenter in Clearwater. Use the College of Business administrative contact information to make these bookings.

For live interaction with sessions using WebEx (or similar) the College of Business requires students to use a headset to limit background noise. Many instructors and students have found Skype or other Internet contact systems valuable and effective. Common features used include the ability to see and set availability, allow voice, optional video, and screen sharing. While these options are free, a reasonable quality headset is important. Choose a reasonably priced headset with the microphone that reaches out to near your mouth.

### SPC Information & Policies

SPC policies and information are no longer managed from the syllabus document. They may be found at the Syllabus Addendum on the general SPC website.

### Support Services and Resources

Student Help Desk Call (727) 341 4357	<a href="http://www.spcollege.edu/helpdesk/">http://www.spcollege.edu/helpdesk/</a>
SPC Library	<a href="http://www.spcollege.libguides.com/business">http://www.spcollege.libguides.com/business</a>
Academic Honesty	<a href="http://www.spcollege.edu/AcademicHonesty/">http://www.spcollege.edu/AcademicHonesty/</a>
Disability Resources	<a href="http://www.spcollege.edu/dr">http://www.spcollege.edu/dr</a>
College Calendar	<a href="http://www.spcollege.edu/calendar/">http://www.spcollege.edu/calendar/</a>
Career Development Services	<a href="http://www.spcollege.edu/careerservices/OCDS/index.shtm">http://www.spcollege.edu/careerservices/OCDS/index.shtm</a>
International	<a href="http://www.spcollege.edu/internationalstudents/">http://www.spcollege.edu/internationalstudents/</a>

Student Services	
Learning Support Centers	<a href="http://www.spcollege.edu/support">http://www.spcollege.edu/support</a>
New Initiative Center (NIP)	<a href="http://www.spcollege.edu/hec/nip">http://www.spcollege.edu/hec/nip</a>
SPC Libraries	<a href="http://discover.linccweb.org/primo_library/libweb/action/search.do?vid=FLCC2400">http://discover.linccweb.org/primo_library/libweb/action/search.do?vid=FLCC2400</a>

## Grading Policy

Students must submit all of the assignments for each week by the deadline or they will not receive credit for the week. There will be absolutely no right for exceptions to the deadlines, and under no circumstances will partial credit be applied for late submissions.

In the "business world", if you are late with your bid, you will not get the contract. The very same principal applies here – it is all or nothing! Please note that computer problems, sickness, travel, and lack of planning do not constitute an excuse for not making a deadline. This may mean you will have to use computers on campus or somewhere other than your home, or submit the assignments to the instructors college e-mail account if ANGEL is down, should the need arise. Again, there will be absolutely no exceptions to this rule, so be sure to view all of the contents and expectations under weeks 1-8 to confirm you can meet them for proper completion of this course.

## Attendance Policy

### Time Commitment

This is a 3-credit course conducted over 8 weeks. In order to meet accreditation standards, on average, students should expect to spend between 12 to 15 hours per week on course activities and assignments. Spending less time would be insufficient for success in this course.

### Attendance

Class participation is expected and encouraged. Participation is defined as reading and preparing for class, completing and submitting assignments on time, discussions on multiple days, and taking part in all course activities. Complete all activities in week one, and week two so that you are marked in attendance

NOTE: You have to complete reading, understanding, viewing videos, and any other material before any classes, quizzes, discussions, or assignments. For Blended

classes, weekly deadlines will adjust to match to the specific day of the blended class.

Attendance for the 60% point of this class will only count weeks where the student has completed the majority of activities. NOTE: Not achieving attendance leads to a WF (Withdrawn and Failed) implying serious financial and GPA consequences.

### **Academic Integrity**

Academic dishonesty and plagiarism will not be tolerated. Note that you may not reuse your own work a second time without providing citations and references. The full penalties set out in the SPC policies will be applied. Note that any form of copying or repeating input from other sources without proper APA citations would be a transgression. See the SPC policies below and on the Web.

Note the Board of Trustees rule: "Those adjudged to have committed such conduct shall be subject to discipline up to expulsion in accordance with the college's established process and procedures."

### Expectations of Students

- Ensure that you act as a good class and team citizen!
- Always ensure that you are sure of requirements in time to ask and receive answers to achieve deadlines
- Plan ahead and go out of your way to deliver on expectations
- Communicate with your team
- Collaborate with your team
- Achieve all of your commitments to your team
- Ask questions before you invest effort on incorrect tasks or incorrect priorities
- Complete all activities in week one, and week two so that you are marked in attendance
- This is a higher-level 4000 level course and it assumes that you will use your initiative, do research, write at senior level, and use critical thinking.

### Expectations of the Instructor

- Students should anticipate a response to mail within one SPC workday.
- Grading is normally complete within 5 SPC workdays

### Team Policy

Teams form an important part of this course. To allow equity and provide consequences of not delivering quality to the team, there are consequences for lack of participation, collaboration, and consequences for late work, a number of important processes have

to be followed.

- To enable success, this course uses an enhanced Team Charter at the start of the team process – complete all fields in collaboration with your team using the Team Discussion forum.
- Teams should meet well ahead of deadlines to interact and ensure that there is a cohesive final product
- Peer reviews are confidential and mandatory. The instructor may ignore the highest and lowest reviews in the interest of equity
- Peer reviews will have a significant influence on scores awarded to individual team members
- The team and may vote a member off the team subject to consultation with the instructor. Decisions to withhold the paper have to be declared on the confidential peer-reviewed form, including reasons for this action
- The instructor will not normally authorize requests for team membership changes. There must be significant cause by other team members to justify any of the unlikely exceptions.
- There is no option to create additional teams.