



MGMT20148 *Strategic Innovation*

Term 1 - 2020

Profile information current as at 03/05/2024 03:20 pm

All details in this unit profile for MGMT20148 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

Organisations require professionals to play a major role in innovation. Innovation is one of the key strengths which organisations require to remain competitive. This unit focuses on developing your ability to undertake independent research that contributes to innovation in organisations. The unit will improve your skills in synthesising information and developing solutions to improve the long-term effectiveness of organisations. You will be required to select an organisational problem related to innovation and provide practical recommendations based on rigorous analysis. This will require research of business models, processes, products and services.

Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

This is a capstone unit for students completing a coursework based masters. Hence students must have completed 10 master level units (60 credit points) of study prior to enrolment.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 1 - 2020

- Brisbane
- Melbourne
- Online
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Research Proposal**

Weighting: 40%

2. **Research Assignment**

Weighting: 60%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Students' Feedback - Have your say

Feedback

The assessment tasks needs to be improved, the first one was really practical and help me to learn. however the literature review does not help me to learn, it is just theories, concepts but it is not much practical. Case studies will much interested and motivational. This kind of assessment are really boring and take much time that I am pretty sure I would not use in a real world company.

Recommendation

In T3 2019, Assessment 2 has been modified with more practical orientation, so that the students can develop their independent research and critical analysis skills through the application of concepts/theories on a real-life corporate example/case. This will not only improve the students' analytical report writing skills but also problem-solving skills by providing solutions and recommendations that address strategic challenges related to strategic innovation. In this regard, clear instructions on "how to accomplish?" assessment 2 (Case Analysis: Applying Theory to Practice) has been provided to the students on Moodle site under "Assessment 2" tab.

Feedback from Students' Feedback - Have your say

Feedback

This unit without the textbook.

Recommendation

The following textbook has been recommended in the T3 2019. Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley.

Feedback from Students' Feedback - Have your say

Feedback

There's 60% assignments which is huge so i personally feel that it would have been better if we had 2 assignment each with 30% so that even if the student doesn't get good mark in one assignment they still have another one from where they can score.

Recommendation

In T3 2019, Assessment 2 has been modified with more practical orientation, so that the students can develop their independent research and critical analysis skills through the application of concepts/theories on a real-life corporate example/case. This will not only improve the students' analytical report writing skills but also problem-solving skills by providing solutions and recommendations that address strategic challenges related to strategic innovation. In this regard, clear instructions on "how to accomplish?" assessment 2 (Case Analysis: Applying Theory to Practice) has been provided to the students on Moodle site under "Assessment 2" tab.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Demonstrate an integrated understanding of the dynamic nature of innovation in organisations
2. Identify strategic challenges and imperatives whilst building skills in good practices related to innovation in organisations
3. Undertake independent research related to innovation and develop analytical skills to assist in future planning for an organisation
4. Communicate information in an organisational context by providing recommendations that address strategic challenges related to innovation.

Textbooks and Resources

Textbooks

MGMT20148

Prescribed

Strategic innovation management

Edition: First (2014)

Authors: Joe Tidd & John Bessant

John Wiley & Sons

United Kingdom

ISBN: 9781118457238

Binding: eBook

Additional Textbook Information

If preferred, paper copies are available for purchase at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Shahid Khan Unit Coordinator

shahid.khan@cqu.edu.au

Schedule

Week 1- What is Innovation and why does it matter - 09 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
What is Innovation and why does it matter? Introduction to the Unit and Assessments	Chapter 1 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 2- Dimensions of Innovation - 16 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Dimensions of Innovation	Chapter 1 continued (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 3- Innovation Strategy - 23 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Innovation Strategy Chapter 2 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)

Week 4- Leadership and Organization of Innovation - 30 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Leadership and Organization of Innovation	Chapter 4 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 5- Innovation as a Process - 06 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Innovation as a Process	Chapter 5 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Vacation Week - 13 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic

Week 6- Sources of Innovation - 20 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Sources of Innovation	Chapter 6 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 7- Search Strategies for Innovation - 27 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Search Strategies for Innovation	Chapter 7 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	Innovation Proposal: Group Presentation & Report Writing Due: Week 7 Monday (27 Apr 2020) 11:45 pm AEST

Week 8- Forecasting Emerging Opportunities for Innovation - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Forecasting Emerging Opportunities for Innovation	Chapter 8 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 9- Commercialization and Diffusion of Innovations - 11 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Commercialization and Diffusion of Innovations	Chapter 12 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 10- Users as Innovators - 18 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Innovation Frontier: Users as Innovators	Chapter 16 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 11- Collaborating and Networking for Strategic Innovation - 25 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Innovation Frontier: Collaborating and Networking for Strategic Innovation	Chapter 17 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)	

Week 12- Globalization, Sustainability and Innovation - 01 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic

Innovation Frontier: Globalization, Sustainability and Innovation

Chapter 20 and 21 (Tidd, J., & Bessant, J. (2014). Strategic innovation management. United Kingdom: Wiley)

Review/Exam Week - 08 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Exam Week - 15 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Case Analysis: Applying Theory to Practice Due: Exam Week Monday (15 June 2020) 11:45 pm AEST

Assessment Tasks

1 Innovation Proposal: Group Presentation & Report Writing

Assessment Type

Research Proposal

Task Description

- This task helps in building your understanding of the dynamic nature of a product or service innovation management.
- The objective is to develop and enhance your practical skills in finding a problem/opportunity/gap in a product or service for strategic innovation.
- This task will help in building your innovation management capability including identifying anticipated strategic challenges related to the product or service innovation processes in organisations.
- It provides you with the opportunity to develop your research, cognitive, creativity, communication (such as written and presentation skills), teamwork and leadership skills.

Assessment 1: Innovation Proposal (Group Presentation & Report Writing = 40%)

Assessment 1 is divided into two parts:

Part 1: Innovation Proposal Group Presentation

Part 2: Innovation Proposal Report

Part 1: Group Presentation

This is a group activity. You are expected to form a group (3-5 students), preferably form a group with team members from different areas/backgrounds. Please make sure you address the following assessment criteria which are further explained in the marking rubric provided in the assessment 1 folder in Moodle. Please see Moodle site for detailed instructions and due dates of the Assessment.

1. Working within your group, you are expected to choose an organization and within that organization you need to choose a product (for example- iPhone, MacBook, Toyota Camry, Audi X5, Coke, UGG shoes, PS4, etc.) or a service (for example, travel services, mobile phone services, educational services, insurance services, tax preparation services, accounting and finance services, health services etc.).
2. After selecting a product or service, you need to find a problem/opportunity/gap in your chosen product or service that addresses client needs.
3. In week 7, as a group, you need to give a presentation (Max 15 min) to the larger cohort of students that includes the following:
 - a) A brief introduction of your chosen organisation.
 - b) A brief introduction of the selected product or service.
 - c) WHAT is the problem/opportunity? Identification of the problem/opportunity/gap that exists in your chosen product or service.
 - d) HOW will the problem be solved or opportunity exploited? Solutions and recommendations for the identified problem/opportunity/gap.
 - e) WHY are you suggesting this? A rationale behind these recommendations/solutions (or innovative idea).
 - f) In addition, you need to explain anticipated strategic challenges that can affect your product/service innovation.

Please Note: Each group member needs to come up with at least one solution and recommendation for the

problem/opportunity/gap. For example, if there are 4 students in a group, then there should be 4 solutions/recommendations in your presentation. One solution/recommendation from each group member.

Part 2: Report Writing

In addition to the group presentation, as a group, you have to submit a written assignment in a business report format (around 1000 words, excluding appendices and references) on the points you address in your group presentation. Submit your report in Word format (1.5 line spacing and Times Roman 12-point font) with a cover sheet showing the unit name and number, assessment number, your name and student number.

Please make sure you address the assessment criteria which is further explained in the marking rubric provided in the assessment 1 folder in Moodle. Upload your assignment on a link provided in the Moodle site by the specified due date. Assessment details and guidance will be provided on the unit website. Kindly note late submissions will be penalised at the rate of "five percent of the total marks available for the assessment each calendar day (full or part) it is overdue" (CQU Policy: Assessment of Coursework section 3.2.4) unless an extension has been granted by the Unit Coordinator. Please see Moodle site for detailed instructions and due dates of the Assessment.

Assessment Due Date

Week 7 Monday (27 Apr 2020) 11:45 pm AEST

Return Date to Students

Week 9 Monday (11 May 2020)

Weighting

40%

Assessment Criteria

Sections/Criteria (Group Presentation) - 25 Marks	Marks
Total Presentation Time- 15 minutes Introduce your team. Present a brief overview of your chosen organization and the selected product or service. (1 title slide, 1-2 slides on organization and the selected product/service, Time- 2 minutes)	10%
WHAT is the identified problem/opportunity/gap in your chosen product or service? (1-2 slides, 2 minutes)	15%
WHAT is your solution and recommendation for the problem/opportunity/gap? (HOW will the problem be solved or opportunity exploited) Each group member needs to come up with at least one solution and recommendation for the problem/opportunity/gap. (2-4 slides, 6-7 minutes)	20%
WHY are you suggesting this? is there any theoretical support from existing literature or practice? You need to give a rationale behind these recommendations/solutions (or innovative idea). (1 slide, 2 minutes)	15%
Conclude with anticipated strategic challenges that can affect your product or service innovation or recommendation. (1 slide, 2 minutes)	15%
Presentation: Delivery of presentation in a professional manner including- 1. The flow of presentation (5%) 2. Active participation of each group member (5%) 3. Formal dress (5%) 4. Body language (5%) 5. Engaging the audience in your presentation (5%)	25%
Sections/Criteria (Business Report Writing) - 15 Marks (1000 words)	Marks
1. Title page (3%) 2. Table of contents (3%) 3. Table of illustrations (3%) 4. An abstract or executive summary (6%)	15%

<p>Introduction: Make sure you briefly explain the following points in your introduction section...</p> <ol style="list-style-type: none"> 1. Purpose of the report (5%) 2. Who can be the potential readers of this report? (5%) 3. Identify a problem/opportunity/gap in your chosen product or service to address client needs (10%) 4. Structure of the report (5%) 	25%
<p>Discussion & Recommendations:</p> <ol style="list-style-type: none"> 1. Each group member needs to come up with at least one solution and recommendation for the problem/opportunity/gap. (10%) 2. You need to give a rationale behind these recommendations/solutions (or innovative idea). (10%) 3. In addition, you need to explain anticipated strategic challenges that can affect your product/service innovation. (10%) 	30%
<p>Findings & Conclusion: Interpret and summarise the findings. No need to introduce new materials.</p>	10%
<p>Presentation: Demonstrates high quality and written in a professional manner (formal business report format, high quality of expression, logical flow of arguments, a good command over written English- correct grammar and no spelling or punctuation errors). Recommended format/style: Word document, 1.5 line spacing, 12-size font, Times New Roman. Kindly proofread before submitting. Assessment cover sheet to be included.</p>	10%
<p>References: Correct use of APA (American Psychological Association) reference style in in-text and end-text (in the reference list).</p>	10%

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online Group

Learning Outcomes Assessed

- Demonstrate an integrated understanding of the dynamic nature of innovation in organisations
- Identify strategic challenges and imperatives whilst building skills in good practices related to innovation in organisations

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management

2 Case Analysis: Applying Theory to Practice

Assessment Type

Research Assignment

Task Description

- This assessment is designed to help you develop your independent research and critical analysis skills related to innovation in organisations.
- The objective is to enhance your knowledge of strategic innovation through the application of concepts and theories using a real-life example/case.
- It provides you with the opportunity to develop analytical report writing skills in an organizational context by providing solutions and recommendations that address strategic challenges related to innovation management.

Assessment 2 (Case Analysis: Applying Theory to Practice = 60%)

This is an individual assignment. You are expected to write a case analysis founded on a review of innovation literature. The written assessment will have two essential components and it should ideally be around 3500 to 4000 words

(excluding appendices and references). APA referencing style should be followed.

As a general guideline, your report can include the following sections- Cover Page (showing the unit name and number, assessment number, your name and student number), Table of Contents, Introduction, Theoretical Background, Case Description, Case Analysis, Conclusion, and References (APA format).

Guidelines on writing the '**Theoretical Background**' section. This should include a literature review of theoretical concepts from innovation literature. In this section, you need to write a summary of the literature discussing in detail any one of the following innovation concepts:

1. Innovation strategy
2. Leadership and organization of innovation
3. Innovation as a process
4. Sources of Innovation
5. Diffusion of innovation
6. Social innovation or sustainability-led innovation
7. Users as innovators
8. Open innovation and strategic alliances
9. Drivers of globalization and strategic innovation

The theoretical background section can discuss how the concept is described in the literature with appropriate citations to journal papers, books and book chapters. This section should also discuss what role the concept plays and how does it impact the organization or organizational performance. For example, what is innovation strategy, how do organizations plan and implement innovation strategy, what is the impact of innovation strategy on the organizational performance, what role does leadership play in innovation, how do organizations organize for innovation, what is the role of emerging opportunities for innovation and how can they affect organization performance? what is innovation diffusion model and how it can affect an organization performance? what is the importance of collaboration and networking for strategic innovation and how does it affect organization performance? what is the role of emerging opportunities for innovation and how they can affect organization performance? what are the constraints of strategic innovation and how they can affect organization performance? what are the drivers of globalization and how they can affect strategic innovation? etc.

Guidelines on writing the **Case Analysis using Theory** - You need to select a real-life corporate example to further illustrate the innovation concepts included in the theoretical background section of your report. You can use secondary data sources for selecting the example case. A section on "**Case Description**" should first present a brief overview of the selected organization (two or three paragraphs and a tabulation of details) - what is the name of the organization, what products or services it offers, industry and it's geographical location etc including references of websites accessed (for example, the case organization's web pages or industry reports/articles). Then you need to present an analysis of this **real-life business case** using the innovation concepts discussed in the theoretical background section.

Please make sure you address the following assessment criteria which are further explained in the marking rubric provided in the assessment 2 folder in Moodle. Upload your assignment on a link provided in the Moodle site by the specified due date. Please note late submission will be penalised at 5% per day or part thereof unless an extension has been granted by the Unit Coordinator. Please see Moodle site for detailed instructions and due dates of the Assessment.

Assessment Due Date

Exam Week Monday (15 June 2020) 11:45 pm AEST

Return Date to Students

Return to students in 2 weeks of submission date

Weighting

60%

Assessment Criteria

Section/Criteria	Marks
Introduction: Clearly outlines the background, purpose and structure of the assessment essay.	10%

Body: Theoretical Background 1. Defining key terms, theories and concepts from literature (10%) 2. Clear explanation of the concepts and theories (10%) Case Analysis using Theory 3. Brief description of the real-life corporate case (5%) . Application of concepts and theories to analyze the selected case. (15%) 4. Demonstrates a high level of quality research by critically evaluating the literature from 10 latest academic sources (journal articles, year 2005 and onwards). Use of 4-5 reputable and reliable non-academic sources to identify the real-life corporate case example (15%)	55%
Conclusion: Clear and concise summary of the argument developed in the body part of the essay. No need to introduce new material but highlight some implications and future research directions.	10%
Presentation: Demonstrates high quality and written in a professional manner (such as high quality of expression, grammar, spelling, punctuation, and proofreading). Make sure you use the recommended format/style (i.e. 1.5 line spacing, 12-size font, Times New Roman). Assessment cover sheet included.	15%
References: Correct use of APA (American Psychological Association) reference style in in-text and end-text (in the reference list).	10%

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online

Learning Outcomes Assessed

- Undertake independent research related to innovation and develop analytical skills to assist in future planning for an organisation
- Communicate information in an organisational context by providing recommendations that address strategic challenges related to innovation.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem