

# BA 556 LEADING INNOVATION, CREATIVITY AND CHANGE



**SU 2024**

Instructor	Email	Phone	Office Location
Dr. Whitney Peake (she/her)	<a href="mailto:whitney.peake@wku.edu">whitney.peake@wku.edu</a>	270-551-2251	Grise Hall 202

## Class Meeting Information

This course is asynchronous and will be in session from June 3 through July 5, 2024.

**Office Hours:** I am available by appointment. Please use [Calendly](#) to schedule a meeting with me at a mutually convenient time.

## Quick Reference for Syllabus Topics

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## COURSE DESCRIPTION

**Catalog Course Description:** This course is geared towards developing a better understanding of the challenges, techniques, burden, and successes associated with initiating and implementing major changes within organizations. Therefore, the objective of the course is to prepare leaders to meet the challenges of organizational change. The theoretical concepts and practice of leading change in organizational, community, political and social action/social movement contexts are examined. Explicitly links theoretical concepts, models and processes of leadership and change with the intended purpose of change and its resulting outcomes.

## LEARNING OBJECTIVES

We can all recall great companies that encountered success, dominated the market, and ultimately failed. So, how do organizations today avoid becoming the next Nokia, Toys “R” Us, or Blockbuster, especially since research tells us that in excess of 70% of company transformation efforts are unsuccessful?

Across these cases, companies failed to prepare for or react appropriately to shifts in the competitive landscape, technology, and consumer tastes and preferences. When they did respond, they did not have the agility or speed to counter the competition.

Companies leveraging sustainable competitive advantages today, such as Apple, Amazon, and Google, rely on cultures of innovation and change and leaders who are well-equipped to execute those strategic priorities.

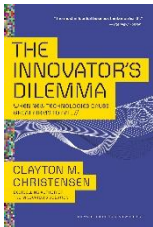
While there is no cookie-cutter approach to managing innovation and change successfully, we will look at failed organizations, theories of change management, and successful companies today to examine how leadership and knowledge management can support cultures of innovation and change. This will help us draw out recent and relevant processes for change management that we can apply to our own contexts.

**By the end of the course, you should be able to:**

- Communicate critical reasons that great firms fail due to incremental innovation
- Contrast incremental versus radical (disruptive) innovation
- Understand seminal theories of change management
- Examine strategies employed by leading companies whose sustainable competitive advantage lies in innovation
- Evaluate specific organizations on their use of change management strategies
- Identify leadership requirements for successful implementation of change management strategies

## **COURSE MATERIALS**

### **Required Materials**



Christensen, C. (2016). *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail*. Harvard Business. ISBN 13: 9781633691797

### **Software and Apps**

Packback Bundle. ISBN 13: 8220127634946

### **Blackboard**

I will use Blackboard extensively to post class materials and important/helpful links and disseminate important information about the course. Please be sure to check the BA 556 site every 24 hours for updated announcements or messages to the class. In order to receive messages and announcements, you will want to ensure the email address you have registered with Blackboard is one you check daily.

## **GRADING**

Performance in the course is evaluated on the following items. Descriptions, deadlines, guidelines, requirements, and submission details are available via Blackboard for each item considered in the course performance appraisal.

Grading in the course is based on a total points system. Please do not approach me for “extra credit” or additional opportunities to improve your grade. To be fair to all students, I cannot offer one student an opportunity that I cannot or am unwilling to provide to the rest of the class.

### **Performance Evaluation Procedures**

Item		Points Possible
Weekly Discussions (Packback)	4 @ 25 points each	100
Mini Exams	4 @ 100 points each	400
Organization Evaluation		250
<b>TOTAL POINTS POSSIBLE</b>		<b>750</b>

To determine your percentage score, you will take the total points earned divided by the total points possible.

90+% (675+ points)	A
80-89% (600 - 674 points)	B
70-79% (525 - 599 points)	C
60-69% (450 – 524 points)	D
Below 60% (At or Below 449 points)	F

Keep in mind that ALL assignments and exams will be graded on thoughtfulness, quality, and value provided.

## Weekly Discussions

Discussions on the PackBack platform will allow you to reflect, learn, and share insights about the material along with your classmates each week in an online format. You will be expected to make an original post as well as add to two other students' posts. You must achieve a curiosity score in excess of 70% to receive credit for your posts. Additional information related to these discussions is available on Bb.

## Mini Exams

You will have 4 mini exams to assess your understanding of the readings and cases, mini-lectures, and other related content. The Mini Exams will be available on Bb under the Mini Exam link.

## Organization Evaluation

You will choose an organization to evaluate from innovation, change management, and leadership perspectives. Additional information related to this assignment is available on Blackboard.

## COURSE CONDUCT AND POLICIES

For this course to work in the way that it is most effective, the class must build and maintain a climate of respect, trust, and professionalism:

- **Professionalism:** All students are expected to work within a professional environment. This relates to both attitude and performance. You are expected to be able to work and share input, as you would in a professional work environment. All work is expected to be of high quality and submitted on time.
- **Late Policy:** No late discussion posts will be considered. Any late assignment or make-up exam is subject to the instructor's discretion and point penalties depending on the situation.
- **Sundown Rule:** You have one week from when grades are posted on Bb to inquire about a specific grade.
- **Changes to the Syllabus:** The instructor reserves the right to modify the syllabus, tentative course outline, etc., if needed. Students will be provided no less than one week's notification of any changes if at all possible.

## LIMITED OR SPECIFIC USE OF AI PERMITTED:

In general, I expect that the work you submit in this class will be your own and you are not authorized to use artificial intelligence (AI) tools such as Chat GPT, etc. However, there will be specific assignments or activities in which we will utilize these tools to enhance your learning experience. In these instances, I will provide you with additional information about the assignment and how AI will be employed and cited. Again, unless permission is granted, you are expected to complete assignments and/or exams without substantive assistance from others, including AI tools.

Artificial intelligence (AI) tools such as ChatGPT may be used for activities such as brainstorming or gathering ideas with appropriate citations, but not for written papers or assignments. If you are unsure if you are using AI tools appropriately in this course, I encourage you to visit with me. Examples of how to cite AI tools are available at <https://libguides.wku.edu/stylewrite/ai>.

### **ACADEMIC HONESTY AND INTEGRITY**

Academic dishonesty includes both cheating and plagiarism. The term “cheating” includes, but is not limited to (1) the use of any unauthorized assistance in taking quizzes, tests, or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term “plagiarism” includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials.

Please note that plagiarism includes using the words of a source too closely, even when it is cited in the paper (without quotations). You are responsible for ensuring that any submitted material is free from plagiarism.

If you engage(s) in any manner of academic dishonesty for this course, a failing grade will be given on the assignment, and depending on the severity, you may receive a failing grade in the course. Additionally, your case will be referred to the Office of Judicial Affairs for appropriate disciplinary action.

### **ADA ACCOMMODATION**

In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center located in Downing Student Union, Room 1074. The SARC can be reached by phone number at 270-745-5004 [270-745-3030 TTY] or via email at [sarc.connect@wku.edu](mailto:sarc.connect@wku.edu). Please do not request accommodations directly from the professor or instructor without a faculty notification letter (FNL) from The Student Accessibility Resource Center.

### **TITLE IX/DISCRIMINATION & HARASSMENT**

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU’s [Sex and Gender-Based Discrimination, Harassment, and Retaliation](#) (#0.070) and [Discrimination and Harassment Policy](#) (#0.2040). Under these policies, discrimination, harassment and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Executive Director, Office of Institutional Equity/Title IX Coordinator, Ena Demir, 270-745-6867 or Title IX Investigators, Michael Crowe, 270-745-5429 or Joshua Hayes, 270-745-5121. Please note that while you may report an incident of sex/gender based discrimination, harassment and/or sexual misconduct to a faculty member, WKU faculty are “Responsible Employees” of the University and MUST report what you share to WKU’s Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU’s [Counseling and Testing Center](#) at 270-745-3159.

### **WKU COUNSELING AND TESTING CENTER**

The university experience should be challenging, but not overwhelming. To this end, the WKU Counseling Center provides a variety of services to help strengthen students’ capacity to tolerate distress, form healthy relationships, and seek healthy expressions of their ideals and values. If you would like to speak with someone, you may contact WKU’s [Counseling and Testing Center](#) at 270-745-3159 or use their Here To Help service at <https://www.wku.edu/heretohelp/heretohelpemail.php>. If you need immediate help, please visit the Counseling Center in 409 Potter Hall or call the 24-hour emergency help line at 270-745-2548.

## **PREGNANT AND PARENTING STUDENTS**

Western Kentucky University does not discriminate against any student or exclude any student from its educational programs or activities, including classes or extracurricular activities, on the basis of pregnancy and/or pregnancy-related conditions such as, but not limited to, childbirth, false pregnancy, termination of pregnancy, or recovery therefrom. Students who seek pregnancy or pregnancy-related accommodations should make their requests as soon as possible via WKU's Title IX Website at [www.wku.edu/titleix/](http://www.wku.edu/titleix/) under the heading, "Pregnancy or Pregnancy-Related Conditions." Students can also contact the Title IX Coordinator, Ena Demir, via email at [ena.demir@wku.edu](mailto:ena.demir@wku.edu) or by phone at (270) 745-6867 to request accommodations or seek assistance. We encourage students and faculty to work together to establish a plan that allows the student to complete the class and coursework without jeopardizing academic integrity and course standards. The Title IX Coordinator can help facilitate conversations between students and faculty regarding appropriate and reasonable accommodations.

If you are a WKU student and believe that you have experienced an incident(s) of discrimination or harassment based on pregnancy (or pregnancy related conditions or issues), please report it to the Title IX Coordinator via email at [ena.demir@wku.edu](mailto:ena.demir@wku.edu) or by phone at (270) 745-6867.

Additional resources for pregnant and parenting students can be found on WKU's Title IX Website at [www.wku.edu/titleix/](http://www.wku.edu/titleix/).

## **INCLUSION STATEMENT**

Western Kentucky University (WKU) is committed to ensuring all members of our campus community have access to equitable and inclusive learning, working, and living environments. At the heart of our mission, we seek to provide holistic education and employment experiences that prepare students, faculty, and staff to become effective scholars, contributors, and leaders in our diverse and evolving communities. Consistent with our campus purpose statement and creed, this classroom will be a respectful space, welcoming all sexes, races, ages, national origins, ethnicities, gender identities/labels/expressions, intellectual and physical abilities, sexual orientations, faith/non-faith perspectives, income levels and socio-economic classes, political ideologies, educational backgrounds, primary languages, family statuses, military experiences, cognitive styles, and communication styles. If at any time during this course you are excluded or feel a sense of alienation from the course content, please feel free to contact me privately without fear of reprisal.

## **BIG RED BACKPACK**

The Big Red Backpack program is the title of WKU's partnership with Barnes & Noble College for their First Day Complete initiative. Big Red Backpack is a course materials delivery program that ensures students have their required course materials on the first day of class and may reduce the costs of materials for many of their courses. Enrollment in the program occurs automatically when students register for classes. Students may opt out of the program each semester, as long as they choose to opt out for all of their classes.

Students MUST carefully and completely follow all instructions regarding the Big Red Backpack Program. Those instructions will be provided by:

1. An email to all Topper email addresses from the Big Red Backpack Program one month prior to the start of classes.
2. The Big Red Backpack Program site: <https://www.wku.edu/bigredbackpack/>.
- 3.

Students should refer to the Big Red Backpack Program site referenced above for opt-out deadlines and any additional details.

## **STUDENT RESOURCES**



[Academic Integrity](#)



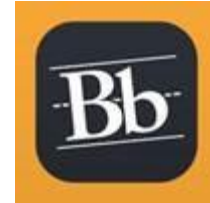
[Student Code of Conduct](#)



[Student Handbook](#)



[Student Resource Portal](#)



[Blackboard Student Mobile Applications](#)

## KNOW WHERE TO GO



[All Gender Restroom](#)



[Safe Space](#)



[WKU Emergency Preparedness](#)



[Active Shooter Preparedness](#)



[WKU Police](#)



[Counseling and Testing](#)



[Food Security](#)



[Center for Literacy](#)