The Clinic@RJC - Innovation Lab

Winter 2022 Course Outline

Strategic Management Area

DeGroote School of Business

McMaster University

# Course Objective

This course is designed to provide you with a real-world experience of entrepreneurship, the process of transferring ideas into applications.

# Instructor and Contact Information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Dr. Goran Calic** | |  |  | |
| calicg@mcmaster.ca | |  |  | |
| Office: DSB #225 | |  |  | |
| Office Hours: upon request | |  |  | |
| Tel: (765) 637-1387 | |  |  | |
| **Mondays 7:00 – 10:00pm** | |  |  | |
| **Course Website:** | <https://clinic.degroote.mcmaster.ca> & Avenue 2 Learn | | |

# Course Elements

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Avenue: | Yes | Leadership: | Yes | IT skills: | No | Global view: | Yes |
| Participation: | Yes | Ethics: | Yes | Numeracy: | Yes | Written skills: | Yes |
| Evidence-based: | Yes | Innovation: | Yes | Group work: | Yes | Oral skills: | Yes |
| Experiential: | Yes | Guest speaker(s): | Yes | Final Exam: | No |  |  |

# Course Description

Entrepreneurial innovation is the process of attempts to develop and introduce new and improved ways of doing things. In this course we will focus on innovations. We will either innovate in order to solve existing challenges or we will work with innovators to implement solutions.

Throughout this course, you will move an innovation forward by, for example, creating commitments from interested stakeholders, mobilizing resources for implementation, and championing solutions within or outside organizations.

In practice, the assignments you are required to accomplish will depend on the project you choose. Each project is different and assignments between group will similarly be different. Such an undertaking requires that each group grasps the underlying technology, has a basic understanding of the value the technology can generate, and the potential market the technology can serve.

You should understand what the technology needs to move closer to application and how stakeholders can benefit from becoming partners. Technology must not be a technical solution to an engineering problem, but also includes social innovations, such as novel business models.

This course uses the experiential learning method – students learn by engaging in the process of innovation and entrepreneurship. This course develops skills that can be applied in any circumstance (e.g., non-for-profit, industry, start-up) where technology should be transferred to the market.

# Learning Outcomes

Upon completion of this course, students will be able to complete the following key tasks:

* Understand how to prioritize choices
* Develop a growth mind-set
* Learn the value of failing fast in order to learn
* Maximize learning from low-cost mistakes
* Learn to define problems in order to generate solutions
* Learn to ask questions in order to develop answers

# Course Materials and Readings

|  |  |
| --- | --- |
| Weekly as assigned. See course schedule. |  |

# Evaluation

The course offers a balance of individual and shared evaluation methods.

Your final grade will be calculated as follows:

## Components and Weights

|  |  |  |
| --- | --- | --- |
| Projects Presentation | Prepare to present approximately 3 projects in detail. | 10% |
| Entrepreneurship Exam | * 60-minute individual exam * 30-minute group exam   Topics:   * Value Lab reading * Causation and Effectuation reading * Elon Musk’s five design principles reading * Understanding the job video * How to speak video | 15% |
| Value Lab Presentation | Value Lab Submission and Presentation (Outline in detail who you will interview and how you will conduct your surveys. Plan for raising money, acquiring customers, and/or participating in competitions.) | 15% |
| In Depth Interviews | In dept interviews with at least 3 stakeholders relevant to the invention. Stakeholders can include potential suppliers, partners, customers, and so on. Stakeholders interviewed must first be approved by the instructor. | 15% |
| Surveys | Survey at least 30 relevant stakeholders. Survey target group (e.g., customers, users) must first be approved by instructor. | 15% |
| Final Presentation and Value Lab | The final submission should include a completed value lab which reflects the findings from your interviews and surveys. The value lab submission should follow the submission template of the original submission. | 25% |
| Curriculum Vitae Item | CV Item describing learning (individual) | 5% |
| **Total** |  | **100%** |

## Value Lab Presentation and Submission (15%)

The value lab provides a scaffolding to help you be more systematic and scientific about the process of value creation. Thus, the Value Lab framework provides a blue-print for what you have done during the semester and what should be done next.

The Value Lab report should be as brief as possible without missing any important details. While the submission itself should be brief, under 5 pages, it can include any number of appendices.

➢ The main report is limited to **5 pages** of text; any number of appendices are permitted.  
➢ The groups full names, student #s, must be at the top right corner of each page;  
➢ 8.5 X 11 inch paper, 1 inch margins, 12 point font, single spaced are necessary;  
➢ Submission is done through **Avenue** and assignments will be validated through **Turnitin.com**

Broad Presentation Content:

1. Description of the technology.
2. The current state of the innovation.
3. Your commitment to the inventor/squad/partner.
4. The Value Lab: Your unique theory of value.
5. Your goal and next steps until end of semester (final presentation).

## Final Presentation (25%)

1. Brief summary of technology (the problem that was presented at the start of the semester).
2. The Value Lab.
3. In-dept Interview and Results
4. Survey and Results
5. Your contributions to the inventor—resources, networking, etc.

You can deviate from the above template and even present the template in a different order. The points above are rough guiding principles of what should be covered.

## Curriculum Vitae Item (5%)

One objective of this course is to help you develop transferable skills. The skills gained at The Clinic should be meaningful and quantifiable in the form of an item on your resume. The CV item should represent the skills you gained throughout the course and be presentable as part of your personal and online (LinkedIn) CV. Good CV items are easily verifiable and quantifiable and linked to strong references.

## Grade Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

Letter Grade Percent POINTS

A+ 90 - 100 12

A 85 - 89 11

A- 80 - 84 10

B+ 75 - 79 9

B 70 - 74 8

B- 60 – 69 7

F 00 - 59 0

## Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

Instructors are encouraged to conduct an informal course review with students by Week #4 to allow time for modifications in curriculum delivery. Instructors should provide evaluation feedback for at least 10% of the final grade to students prior to Week #8 in the term.

# Academic Dishonesty

It is the student’s responsibility to understand what constitutes academic dishonesty. Please refer to the University Senate Academic Integrity Policy at the following URL:

http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicIntegrity.pdf

This policy describes the responsibilities, procedures, and guidelines for students and faculty should a case of academic dishonesty arise. Academic dishonesty is defined as to knowingly act or fail to act in a way that result or could result in unearned academic credit or advantage. Please refer to the policy for a list of examples. The policy also provides faculty with procedures to follow in cases of academic dishonesty as well as general guidelines for penalties. For further information related to the policy, please refer to the Office of Academic Integrity at:

http://www.mcmaster.ca/academicintegrity

In this course we will be using Turnitin.com function within Avenue2Learn which are plagiarism detection services. Students will be expected to submit their work electronically to either Turnitin.com so that it can be checked against the internet, published works and Turnitin’s database for similar or identical work. If a student refuses to submit his or her work to Turnitin.com, he or she cannot be compelled to do so and should not be penalized. Instructors are advised to accept a hard copy of the assignment and grade it as per normal methods. The assignment can be subjected to a Google search or some other kind of search engine if the instructor wishes.

To see guidelines for the use of Turnitin.com, please go to:

<http://www.mcmaster.ca/academicintegrity/turnitin/students/index.html>

# Missed Academic Work

***Missed Mid-Term Examinations / Tests / Class Participation***

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the Student Experience – Academic (MBA) office, the weight for that test/participation will be distributed across other evaluative components of the course at the discretion of the instructor.  Documentation explaining such an absence must be provided to the Student Experience – Academic (MBA) office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide to Student Experience – Academic (MBA) office the [Petition for Relief for MBA Missed Term Work](http://www.degroote.mcmaster.ca/MBA/documents/relief.pdf) and the [McMaster University Student Health Certificate](http://www.degroote.mcmaster.ca/MBA/documents/McMasterUniversityDraftRevisedMedicalForm_April2009.pdf) which can be found on the DeGroote website at <http://mbastudent.degroote.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide Student Experience – Academic (MBA) office the [Petition for Relief for MBA Missed Term Work](http://www.degroote.mcmaster.ca/MBA/documents/relief.pdf) and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the Student Experience – Academic (MBA) office at least ten (10) working days before the scheduled exam along with acceptable documentation.  Instructors cannot themselves allow students to unofficially write make-up exams/tests.  Adjudication of the request must be handled by Student Experience – Academic (MBA).

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

# Student Accessibility Services

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for course work at the outset of term. Students must forward a copy of such SAS accommodation to the instructor normally, within the first three (3) weeks of classes by setting up an appointment with the instructor. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

http://sas.mcmaster.ca

# Potential Modifications to the Course

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

# Course Schedule

***THE INSTRUCTOR RESERVES THE RIGHT TO CHANGE THE COURSE SCHEDULE***

***(changes are announced through Avenue2Learn and email to your McMaster email account)***

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **Date** | **Overview** | **Topic / Grade** | **Notes and Assignments** |
| **Getting Started** | | | | |
| 1 | Jan 10th | Introductions & Value Lab  (In Person) | * Getting to know each other * The Value Lab Framework * Introduction to projects | **Required Reading: Value Lab by Felin, Gambardella, and Zenger** |
| 2 | Jan 17th | Project presentation and Selection  (In Person) | * Presentation of projects * Project selection   **Grade Weight: 10%** | Prepare to present 3 projects in detail.  (no less than 10 minutes and no more than 15 minutes total)  Presentation should answer:   * What is the technology/solution about? Any technical details and background that are relevant. * What is the purported value prop. and why is it important? * What could be done this semester to move this project forward? |
| 3 | Jan 24th | Exam Preparation  (Asynchronous) |  | **Required Reading: Causation and Effectuation by Sarasvathy**  **Required Reading: Elon Musk’s five design principles by Calic and Wu**  **Required Watching: Understanding the job by Christensen**  <https://youtu.be/sfGtw2C95Ms>  **Required Watching: How to speak by Winston**  <https://youtu.be/Unzc731iCUY> |
| 4 | Jan 31st | Entrepreneurship Exam  (In Person) | * 60-minute individual exam * 30-minute group exam   **Grade Weight: 15%** | Topics:   * Value Lab reading * Causation and Effectuation reading * Elon Musk’s five design principles reading * Understanding the job video * How to speak video   **(Last day to switch projects)** |
| 5 | Feb 7th | Value Lab Progress (Asynchronous) | Virtual meetings with each group about value lab, as required. |  |
| 6 | Feb 14th | Value Lab Presentation  (In Person) | * Value Lab Presentations (10 minutes per group)   **Grade Weight: 10%** | Complete and present value lab.  ***Clearly and in detail*** outline the experiments you will run.  ***Clearly and in detail*** list the assets, markets, and other investments you will look for.  ***Clearly and in detail*** list what solutions will look like.  Experiments:  3+ in-depth ***interviews*** (required)  30+ people ***surveyed*** (required)  Assets:  *Recognition (participation in entrepreneurial competitions) or financial capital (raising money) will be awarded bonus marks.* |
| 7 | Feb 21st | Midterm recess (no classes) | | |
| 7 | Feb 28th | Value Lab Progress (Asynchronous) | * Virtual meetings as required. |  |
| 8 | Mar 7th | In Dept Interview Presentation (In Person) | * Prepare and present ***interview*** findings   **Grade Weight: 10%** | Submit “in depth interview” questions, interviewee information, interviewee responses, and interview results/findings.  (Max 5 single spaced pages)  (Present interview findings) |
| 9 | Mar 14th | Value Lab Progress (Asynchronous) | * Virtual meetings as required. |  |
| 10 | Mar 21st | Survey Presentation (In Person) | * Prepare and present ***survey*** findings   **Grade Weight: 10%** | Submit “survey” questions, responses, and interview results/findings.  (Max 5 single spaced pages)  (Present survey findings) |
| 11 | Mar 28th | Value Lab Progress (Asynchronous) | * Virtual meetings as required. |  |
| 12 | April 4th | Value Lab Progress (Asynchronous) | * Virtual meetings as required. |  |
| 13 | April 11th | **FINAL PRESENTATION** (In Person)  **Grade Weight: 25%+5%** | | * In class: presentation to board (approx. 20 minutes) * **Completed Value Lab submitted FRIDAY BEFORE** * Submission of CV-item before start of class (5%) |