



**The Leon Recanati Graduate School of Business Administration**

# 1231.6401 – Navigating the Idea Journey for Innovation and Entrepreneurship: Crash Course

Spring 2024

Section	Day	Hour	Final Task	Lecturer	Email
01	June 23-26	15:45-20:45	Project	Dr. Moran Lazar	<a href="mailto:moranlazar@tauex.tau.ac.il">moranlazar@tauex.tau.ac.il</a>

**Teaching Assistant (TA):** Maya Hazan

**Office Hours:** By appointment

\*Students who already participated in the regular format of the course (1264.3232) cannot register for this course

## Course Units

1 course unit = 4 ECTS units

The ECTS (European Credit Transfer and Accumulation System) is a framework defined by the European Commission to allow for unified recognition of student academic achievements from different countries.

## Course Description

To thrive in today's competitive era, entrepreneurs, employees, and scientists are encouraged to create new solutions to solve significant technological, societal, and environmental problems. Capitalizing upon new ideas is key for such entrepreneurship and innovation attempts. In this course, students will learn how to navigate the idea journey in order to facilitate entrepreneurship and innovation processes. Throughout this journey, ideas move from being rough concepts to more concrete notions that can be shared with others and developed further. Going through the different phases of the idea journey, students will learn about identifying a challenge, idea generation, idea evaluation and selection, idea validation, and idea communication. The course will introduce central theories and research related to the creative idea journey, innovation, and entrepreneurship, and identify key insights and implications for creators, team members, and managers.

## Course Objectives

Upon completion of the course, the student will be able to:

1. Use key terms in the domain of leading innovation and entrepreneurship
2. Describe and analyze innovation and entrepreneurship processes
3. Identify challenges and opportunities in leading innovation and entrepreneurship
4. Describe and analyze relationships between different stages of the idea journey
5. Identify personal and task-related factors influencing the promotion of new ideas

## Evaluation of Student and Composition of Grade

Percentage	Assignment	Date	Group Size
15%	Active participation in class		Individual
50%	Team assignments		4-5 students
20%	In-class team presentation	June 26 2024	4-5 students
15%	Case analysis	July 10 2024	Individual

\* According to University regulations, participation in all classes is mandatory.

\* Students who are absent from classes or do not actively participate in classes may be removed from the course.

## Course Assignments

1. Class participation (15%): Attendance in class sessions and participation in class discussions and exercises.
2. Team assignments (50%): You will work in 4-5 member teams on five team assignments throughout the course. In these assignments, you will apply course materials to a real innovation/entrepreneurial idea journey. The assignments, as well as the feedback you will receive, will form the basis for your team presentation. Assignments will be submitted by one group member via the course website.  
  
Assignment 1 – the challenge (10%): Identify a challenge related to a product/service in the organization using the Fishbone tool you learned in class.  
  
Assignment 2 – idea generation (10%): For the analyzed challenge, generate new ideas using the Scamper tool or the brainstorming technique you learned in class.  
  
Assignment 3 – idea evaluation and selection (10%): Evaluate the generated ideas using the idea evaluation technique and the Value Matrix tool you learned in class.  
  
Assignment 4 – idea validation (10%): Validate your selected idea and describe how you can adapt/modify it to better fit the organization.  
  
Assignment 5 – idea communication (10%): Identify three potential challenges in communicating your idea and describe potential ways to overcome them.
3. Team presentation (20%): You will work in 4-5 member teams on a team presentation. In this presentation, you will integrate the team assignments into a complete description of your idea journey. You will describe the different steps of the idea journey: the identified challenge, idea generation, idea evaluation and selection, idea validation, and idea communication.
4. Case analysis (15%): You will apply course materials to analyze a case study on innovation management. In this case analysis, you will be asked to describe the

challenge, the causes to the challenge, and potential ways to cope with the challenge. The case analysis will be submitted individually and include up to two pages (12-point, double spaced). Detailed instructions will be posted on the course website.

The teaching assistant must be notified in advance (by email) of any non-submission of a course assignment

## Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Additional information regarding this policy can be found on the Faculty website:

<https://coller.tau.ac.il/MBA-students/programs/2020-21/MBA/regulations/exams>

## Evaluation of the Course by Student

Following completion of the course, students will participate in a teaching survey to evaluate the instructor and the course to provide feedback for the benefit of the students, teachers and university.

## Course Site (Moodle)

The course site will be the primary tool to communicate messages and material to students. You should check the course site regularly for information on classes, assignments and exams, at the end of the course as well. Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course and may be tested in examinations.

## Course Outline\*

Class	Date	Topic(s)	Readings and materials
1-2	23.6	<p>Introduction to ideation and the idea journey</p> <ul style="list-style-type: none"> <li>The concepts of creativity, innovation, and entrepreneurship</li> <li>Types of innovation</li> <li>Levels of innovation</li> </ul>	<p>Perry-Smith, J. E., &amp; Mannucci, P. V. (2017). From creativity to innovation: The social network drivers of the four phases of the idea journey. <i>Academy of Management Review</i>, 42(1), 53-79</p> <p>Christensen, C. M., Baumann, H., Ruggles, R., &amp; Sadtler, T. M. (2006). Disruptive innovation for social change. <i>Harvard business review</i>, 84(12), 94.</p> <p>Simon Sinek (2009). How great leaders inspire action  <a href="http://www.youtube.com/watch?v=l5Tw0PGcyN0">http://www.youtube.com/watch?v=l5Tw0PGcyN0</a></p>
3-4	23.6	<p>Identifying a challenge</p> <ul style="list-style-type: none"> <li>Opportunity recognition and opportunity creation</li> <li>The context of new initiatives</li> <li>The Fishbone tool</li> </ul>	<p>Short, J. C., Ketchen Jr, D. J., Shook, C. L., &amp; Ireland, R. D. (2010). The concept of “opportunity” in entrepreneurship research: Past accomplishments and future challenges. <i>Journal of management</i>, 36(1), 40-65.</p> <p>Chen, Y. C., Li, P. C., &amp; Evans, K. R. (2012). Effects of interaction and entrepreneurial orientation on organizational performance: Insights into market driven and market driving. <i>Industrial Marketing Management</i>, 41(6), 1019-1034.</p> <p>Robin Hooker (2018). A makerspace for everyone  <a href="https://www.ted.com/talks/robin_hooker_a_makerspace_for_everyone">https://www.ted.com/talks/robin_hooker_a_makerspace_for_everyone</a></p>
5-6	24.6	<p>Idea generation</p> <ul style="list-style-type: none"> <li>Types of new ideas</li> <li>Types of creators</li> <li>The Scamper tool and the brainstorming technique</li> </ul>	<p>Amabile, T. M., &amp; Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. <i>Research in organizational behavior</i>, 36, 157-183.</p> <p>Hansen, M. T., &amp; Birkinshaw, J. (2007). The innovation value chain. <i>Harvard business review</i>, 85(6), 121.</p> <p>Amy Tan (2008). Where does creativity hide?  <a href="https://www.ted.com/talks/amy_tan_where_does_creativity_hide">https://www.ted.com/talks/amy_tan_where_does_creativity_hide</a></p>
7-8	24.6	<p>Idea evaluation and selection</p> <ul style="list-style-type: none"> <li>Biases in idea evaluation</li> <li>Idea evaluation by creators versus gatekeepers</li> <li>The idea evaluation technique and the Value Matrix tool</li> </ul>	<p>Lazar, M., Miron-Spektor, E., Mueller, J. S. Love at first sight: An attachment perspective on early-phase idea evaluation. Working Paper.</p> <p>Mueller, J., Melwani, S., Loewenstein, J., &amp; Deal, J. J. (2018). Reframing the decision-makers’ dilemma: Towards a social context model of creative idea recognition. <i>Academy of Management Journal</i>, 61(1), 94-110.</p> <p>Anthony, S. (2012). A disciplined approach to evaluating ideas. <i>Harvard Business Review</i>, Digital Articles.</p>
9-10	25.6	<p>Idea validation</p>	<p>Hampel, C. E., Tracey, P., &amp; Weber, K. (2020). The art of the pivot: How new ventures manage identification</p>

		<ul style="list-style-type: none"> <li>• Culture for innovation and entrepreneurship</li> <li>• Pivoting and adaptations</li> <li>• Constraints</li> </ul>	<p>relationships with stakeholders as they change direction. <i>Academy of Management Journal</i>, 63(2), 440-471.</p> <p>Huang, L. (2020). Constraints Don't Have to Be Constraining. <i>Harvard Business Review</i>, Digital Articles.</p> <p>Astro Teller (2016). The unexpected benefit of celebrating failure  <a href="https://www.youtube.com/watch?v=2t13Rq4oc7A&amp;ab_channel=TED">https://www.youtube.com/watch?v=2t13Rq4oc7A&amp;ab_channel=TED</a></p>
11-12	25.6	<p>Idea communication and the ecosystem for new initiatives</p> <ul style="list-style-type: none"> <li>• The communicator and the audience</li> <li>• Cross-cultural perspective</li> <li>• Cross-functional perspective</li> </ul>	<p>Kanze, D., Huang, L., Conley, M. A., &amp; Higgins, E. T. (2018). We ask men to win and women not to lose: Closing the gender gap in startup funding. <i>Academy of Management Journal</i>, 61(2), 586-614.</p> <p>Gelfand, M. J., Nishii, L. H., &amp; Raver, J. L. (2006). On the nature and importance of cultural tightness-looseness. <i>Journal of applied psychology</i>, 91(6), 1225.</p> <p>Dana Kanze (2017). The real reason female entrepreneurs get less funding  <a href="https://www.ted.com/talks/dana_kanze_the_real_reason_female_entrepreneurs_get_less_funding">https://www.ted.com/talks/dana_kanze_the_real_reason_female_entrepreneurs_get_less_funding</a></p>
13-14	26.6	<p>Conclusion</p> <ul style="list-style-type: none"> <li>• The dynamism of the idea journey</li> <li>• Key opportunities and challenges in navigating the idea journey</li> </ul> <p>Student team presentations</p>	

\* Course outline is subject to changes

## Recommended Reading

Books:

Christensen, C. M. (2013). *The innovator's dilemma: when new technologies cause great firms to fail*. Harvard Business Review Press.

Govindarajan, V. (2016). *The three-box solution: A strategy for leading innovation*. Harvard Business Review Press.

Grant, A. (2017). *Originals: How non-conformists move the world*. Penguin.

Mueller, J. (2017). *Creative Change: Why we resist it... how we can embrace it*. HMH.