###### The Management and Shaping of Innovation

Module Handbook 2025/2026

Module Code: MN3133

Leicester School of Business

Module Leader

Professor Maggie Zeng

The Management and Shaping of Innovation

MN3133

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Contents

[Teaching Staff 3](#_Toc522731079)

[Module Aims 4](#_Toc522731080)

[Intended Learning Outcomes 4](#_Toc522731081)

[Delivery Mechanisms 5](#_Toc522731082)

[Reading Strategies 6](#_Toc522731083)

[Lectures 7](#_Toc522731084)

[Week 26: Welcome & The New Innovation Logic 8](#_Toc522731085)

[Week 27: Discover Problems & User-Centered Innovation 9](#_Toc522731086)

[Week 28: Business Model Innovation & Opportunity Framing 10](#_Toc522731087)

[Week 29: MVP Building with AI (Prototyping I) 10](#_Toc522731088)

[Week 30: Modularity & Iteration (Prototyping II)  12](#_Toc522731089)

[Week 31: Testing, Feedback & Experiments 12](#_Toc522731090)

[Week 32: Growth, Scaling & Network Effects 13](#_Toc522731091)

[Week 33: Resilience & Ecosystem Thinking  14](#_Toc522731092)

[Week 34: Responsible Innovation & AI Ethics 15](#_Toc522731093)

[Week 35: Final Polishing & Pitch Craft 16](#_Toc522731094)

[Seminars 18](#_Toc522731095)

[Seminars as a delivery mechanism 18](#_Toc522731096)

[Role of the student 18](#_Toc522731097)

[Role of the tutor 18](#_Toc522731098)

[Seminars 19](#_Toc522731099)

[Assessment 20](#_Toc522731108)

This handbook is intended for the guidance of students taking this module in 2024-2025. Whilst the details contained in this handbook represent teaching staff intentions at the time of writing, it is in the nature of higher education that some module information, such as syllabus, reading lists and assignments, may be subject to modifications during the teaching of a module. Teaching staff reserve the right to make such minor changes in the matters covered by this publication and will endeavour to publicise any such changes as widely and timely as possible.

# Teaching Staff

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Your first point of contact with respect to queries and questions is the MN3133 The Management and Shaping of Innovation BlackBoard page. If you cannot find what you are looking for there, then please feel free to contact Professor Maggie Zeng via email or during consultation hours.

Any feedback regarding the course, its content or functioning **should be addressed to Professor Maggie Zeng.**

Module Aims

Innovation is viewed as increasingly important for public and private sector organisations alike, as well as for developed and developing economies. So what can we learn from prior cases of successful and failed innovation? In answering this question, we will draw upon a wide array of concepts from the academic literature and illustrate these through a diverse range of case studies of innovation. The aim of the module is to develop an appreciation of the multi-faceted, varied, and complex nature of innovation and innovative activity within and between organisations in a variety of national, sectoral and organisational contexts. In doing so, we will provide a distinctive approach to the study of innovation through:

• the breadth of the subject material. We will explore innovation in terms of context, strategy, and organisation;

• dispelling the myth that innovation is solely about technology, products, and the private sector. We will adopt a broad notion of innovation, incorporating products, services, and processes etc. We will also view innovation as the ‘life-blood’ of organisations across the private sector, public sector, and ‘third’ sector

• political, and emotional, where the formal and planned is often less crucial than the informal or serendipitous. From this orientation, the metaphor of a ‘journey’ is seen as more potent for understanding the innovation process, than the notion of ‘stages’ that can be methodically identified, planned, monitored, and signed-off; and finally,

• challenging us to reflect upon what might appear at first to be simple and well understood notions, such as ‘novelty’ and ‘success’, thus highlighting the importance of perspective.

# Intended Learning Outcomes

On successful completion of this module you should be able to:

1. Demonstrate a nuanced understanding of notions such as 'novelty' and 'success', and the distinction between different types of innovation, such as product, process, service, and business model innovation, and component and architectural innovation;

2. Demonstrate knowledge of a range of concepts relating to the patterns of innovation and trajectories of technologies;

3. Demonstrate knowledge of a range of concepts relating to the management of innovative activity within organisations (covering organisational strategy, structure, culture and processes).

4. Highlight variations in innovative practice between different sectors, such as product versus service sectors, private versus public sectors, and emerging versus mature sectors.

# Delivery Mechanisms

The module is delivered through a mixture of lectures, seminars and student-centred learning as follows:

**Number Frequency Duration**

Lectures 10 1 per week 2 hours

Seminars 8 1 per week 1 hour

Self study Continuous 122 hours

The expectation is that all students will prepare in advance of each seminar, having completed all the required reading and any specified preparatory work in relation to questions set. Seminars are designed as interactive, guided independent learning spaces where the major contribution / discussion is provided by students. Some seminars are used for preparation of assignments.

**Electronic Resources**

Please use the MN 3133 site on BlackBoard to access lecture slides, reading materials, seminar preparation work, assessment documents, important announcements and other student resources.

Lecture slides will be posted on Blackboard 48 hours prior to the lecture; this means you will be able to print them if you so wish. Both PowerPoint and pdf versions of the slides will be made available.

# Reading Strategies

The e-reading list for this module can be accessed < https://rl.talis.com/3/leicester/lists/09025C19-FD20-D92D-C10F-7E36C5E048D7.html?lang=en&login=1 > or via blackboard, under ‘Readings and Sources’ tab.

Please note that this reading list is a starting point only and is not exhaustive, we expect you to read widely, and there is an expectation that you will undertake further literature review and reading throughout the module and particularly for your assignments.

# Lectures

The two-hour lecture will be delivered once a week.

|  |  |  |
| --- | --- | --- |
| **Lecture** | **Week Commencing** | **Lecture Title** |
| 1 | 30th September 2025  (Week 26) | Lecture 1: Welcome & The New Innovation Logic |
| 2 | 7th October 2025  (Week 27) | Lecture 2:   Discover Problems & User-Centered Innovation |
| 3 | 14th October 2025  (Week 28) | Lecture 3: Business Model Innovation & Opportunity Framing |
| 4 | 21st October 2025  (Week 29) | Lecture 4: MVP Building with AI (Prototyping I) |
| 5 | 28th October 2025  (Week 30) | Lecture 5: Modularity & Iteration (Prototyping II) |
| Reading Week | 4th November 2025 |  |
| 6 | 11th November 2025  (Week 31) | Lecture 6: Testing, Feedback & Experiments |
| 7 | 18th November 2025  (Week 32) | Lecture 7: Growth, Scaling & Network Effects |
| 8 | 25th November 2025  (Week 33) | Lecture 8: Resilience & Ecosystem Thinking |
| 9 | 2nd December 2025  (Week 34) | Lectures 9: Responsible Innovation & AI Ethics |
| 10 | 9th December 2025  (Week 35) | Lectures 10: Final Polishing & Pitch Craft |

**Week 1: Welcome & The New Innovation Logic**

Lecture focus questions:

* What is innovation today?
* How is AI shifting innovation logic?
* What are platform, data-driven, and generative innovation logics?
* What is “AI as cofounder” thinking?
* Why does this matter for the future of education and business innovation?

**Core reading:**

* Yoo, Y., Boland, R. J., Lyytinen, K., & Majchrzak, A. (2012). Organizing for innovation in the digitized world. *Organization Science*, 23(5), 1398–1408.
* Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. (2017). Digital innovation management: Reinventing innovation management research in a digital world. *MIS Quarterly*, 41(1), 223–238.
* Lyytinen, K. (2022). Innovation logics in the digital era: a systemic review. *Innovation*, 24(1), 13–34.
* Alvarez, S. A, Zander, U., Barney, J. B., and Afuan, A. (2020). From The Editors: Developing a Theory of the Firm for the 21st Century. *Academy of Management Review*, 45(4), 711-716.

**YouTube/tutorials/free resources:**

AI is transforming the world of work, are we ready for it? | FT Working It

<https://www.youtube.com/watch?v=hQX_wIW9Nh0>

A blog post: The next innovation revolution—powered by AI

<https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-next-innovation-revolution-powered-by-ai?utm_source=chatgpt.com>

Intro to Prompt Engineering (DeepLearning.AI)

<https://www.deeplearning.ai/short-courses/chatgpt-prompt-engineering-for-developers/>

99% of Beginners Don't Know the Basics of AI

<https://www.youtube.com/watch?v=nVyD6THcvDQ&t=188s>

99% Of People STILL Don't Know The Basics Of Prompting (ChatGPT, Gemini, Claude)

<https://www.youtube.com/watch?v=T6iMHtEL9FU>

Master the Perfect ChatGPT Prompt Formula (in just 8 minutes)!

<https://www.youtube.com/watch?v=jC4v5AS4RIM>

**AI playbook- week 1: Prompting Playbook: Your Guide to Talking with AI**

In this module, you will treat AI as your co-learner and cofounder. To work effectively with an AI assistant, you must learn to give it clear, powerful instructions — this is called prompting. Strong prompts can dramatically improve your prototypes, research, and creative ideas.

This playbook will help you develop your prompting literacy throughout the module.

1. What is a Prompt?

A prompt is simply the instruction or question you give the AI.

The clearer and more detailed the prompt, the more useful the answer.

Think of a prompt like a brief to a freelancer: if it’s vague, you will get vague results. If it is structured and specific, you will get a much more targeted and valuable output.

2. Why Does Prompting Matter?

AI systems are powerful but literal. They do exactly what you ask, but they cannot read your mind.

By learning to prompt well, you gain:

* clearer outputs
* more reliable ideas
* faster prototyping
* greater confidence working with digital tools

Prompting is a future literacy — a skill you will use across your career.

3. Five Key Principles of Prompting

* Be Specific

Say exactly what you want, for whom, and how you want it delivered.

* Give Context

Who is the audience? What is the background? Explain if you want a professional tone or a playful tone.

* Use Structure

Ask for bullet points, lists, tables, or numbered steps to keep answers organised.

* Iterate

Try, test, and refine. Like any prototype, prompting improves with feedback.

* Sense-Check

AI can make mistakes. Always review the output for accuracy and fairness.

4. Advanced Prompt Techniques

As you grow your skills, consider these:

* Role prompting

“You are an innovation coach. Advise me…”

* Chain-of-thought

“Think through this step by step before answering.”

* Temperature

(controls how creative vs factual the AI is — lower = reliable, higher = creative)

* Reusable Patterns

Keep a Prompt Library of good examples you can reuse.

* Checklist

Before you hit enter, ask:

* Did I define the role?
* Did I describe the task?
* Did I mention the audience?
* Did I state the style and format?

If any are missing, revise.

5. Typical Prompt Patterns You Can Reuse

* Explainer:

“You are a business tutor. Explain platform ecosystems to third-year students in 200 words, with bullet points.”

* Brainstorm:

“Give me 5 creative solutions to improve student teamwork, one sentence each.”

* Prototype:

“Write a short chatbot script that greets a student and offers them 3 options for learning support.”

* Feedback:

“Critique this idea and suggest improvements in bullet points.”

6. Prompt Reflection Diary

Throughout the module, you should keep a simple Prompt Diary. Each week, record:

* one prompt that worked well
* one prompt that failed
* what you learned by refining it

By the end of the semester, you will have a personal prompt playbook to take into any future role.

7. Golden Rule

If you can think clearly, you can prompt clearly.

If you can prompt clearly, you can build amazing things with AI.

**Week 2: Discover Problems & User-Centered Innovation**

Lecture focus questions:

* Where do ideas come from?
* What is the role of design thinking and Jobs To Be Done?
* How can AI help us frame and validate user problems?
* What is a “painkiller” vs a “vitamin” idea?

Core reading:

Brown, T. (2009/2019). Change by Design. HarperBusiness.

Luchs, M. G., Swan, K. S., & Griffin, A. (2015). Design Thinking: New Product Development Essentials. Wiley.

Von Hippel, E. (2017). Free Innovation. MIT Press (free PDF at evhippel.mit.edu).

Bogers, M., Chesbrough, H., & Moedas, C. (2018). Open innovation: Research, practices, and policies. California Management Review, 60(2), 5–16.

YouTube/tutorials/free resources:

Every Google Prompting Essentials Course 1-4 | Google Prompting Essentials

<https://www.youtube.com/watch?v=OQaTkeAj8UU>

Change by Design by Tim Brown: 15 Minute Summary

<https://www.youtube.com/watch?v=UyTcovNTamY>

IDEO Design Thinking

https://www.youtube.com/watch?v=\_r0VX-aU\_T8

Jobs to Be Done explained

https://www.youtube.com/watch?v=qQFUHapOJsQ

**AI Playbook: Week 2 — Discover Problems & User-Centered Innovation**

In Week 2, you will focus on design thinking, Jobs To Be Done, and problem discovery. AI can be a powerful co-designer in this stage by helping you explore, frame, and test your understanding of user needs.

Below are recommended AI tools and clear guidance on how to apply them effectively.

1. ChatGPT (or Gemini, Claude)

✅ Empathy Maps

Prompt the AI to role-play as a user:

“Act as a first-year international student struggling with group projects. Describe your thoughts, feelings, and frustrations.”

Use these outputs to build empathy maps quickly.

✅ Jobs To Be Done statements

Prompt:

“Help me rephrase these interview insights as Jobs To Be Done statements.”

Example: “When I struggle to join a group project, I want easy ways to get matched with teammates, so I feel included.”

✅ Problem Statements

Prompt:

“Turn these pain points into a problem statement framed as ‘How might we…?’”

✅ Interview Preparation

Prompt:

“Generate 5 open-ended interview questions to discover student pain points around assessment feedback.”

2. Miro AI

✅ Affinity Clustering

After you collect sticky notes from interviews, ask Miro’s AI to group them into themes.

“Cluster these 20 student quotes into 3–5 key themes.”

✅ How Might We Generator

Use Miro’s prompt features to automatically transform user quotes into opportunity questions.

3. Figma AI

✅ Journey Mapping

Sketch a user journey with your group, then use Figma’s AI to help label pain points and suggestions.

“Summarise this journey with 3 top frustration points.”

✅ Wireframe Ideation

Even early wireframes can be built in Figma with the help of AI to quickly sketch potential solutions based on user needs.

4. Typeform AI

✅ Survey Generation

Create quick surveys to validate your initial ideas:

“Suggest 5 good survey questions to test whether students would use a new feedback platform.”

✅ Question Optimisation

Use Typeform’s AI to rewrite questions in a friendlier tone for your peers.

5. Otter.ai

✅ Interview Transcription

Record peer interviews (with their consent), upload to Otter, and get an instant transcript.

This helps you focus on analysing what was said rather than taking manual notes.

✅ Theme Extraction

You can even prompt ChatGPT afterwards with:

“Here is the transcript. Summarise the top 3 pain points.”

📌 How to Practise Design Thinking with AI

✅ Start with Empathy

Use role-play prompts with ChatGPT to feel what a user might feel

✅ Move to Define

Summarise problems with Miro’s affinity tools or ChatGPT’s “How might we” reframing

✅ Go to Ideate

Generate rough ideas with ChatGPT brainstorming prompts

Cluster them in Miro AI

✅ Prototype & Test (Weeks 4–6)

Later you’ll refine these ideas into MVPs

📌 Golden Rules

⭐ Sense-Check: AI is not a user. Validate with real student peers wherever you can.

⭐ Prompt Clearly: Think about role, task, audience, tone, and output style.

⭐ Keep a Prompt Diary: Record which prompts worked best for you this week.

📌 Suggested Reflection Prompts for Week 2

✅ What did you learn about how AI can simulate empathy?

✅ Where did AI give you misleading results — and how did you spot it?

✅ Which tool felt most comfortable for discovering user needs?

✅ How could you improve your own prompts next time?

**Week 3: Business Model Innovation & Opportunity Framing**

Lecture focus questions:

* What is a business model?
* How does AI change value creation?
* What is platform business logic?
* How do you frame an opportunity?

Core reading:

Foss, N. J., & Saebi, T. (2017). Fifteen years of research on business model innovation. Journal of Management, 43(1), 200–227.

YouTube/tutorials/free resources:

Andreessen Horowitz (2023): <https://a16z.com/news-content/>

Business Model Canvas explained (Strategyzer)

<https://www.youtube.com/watch?v=QoAOzMTLP5s>

Platform Revolution - Lecture at MIT Platform Symposium by Geoff Parker

<https://www.youtube.com/watch?v=F-EJrG3J4GQ>

How Digital Ecosystems Create Value, and How They'll Change in the Future

<https://www.youtube.com/watch?v=hPYh0rGsDJk>

**AI Playbook: Week 3 — Business Model Innovation & Opportunity Framing**

This week you will explore how to build and evaluate business models in a digital world, and how to frame opportunities effectively. AI tools can be your “cofounder” to help you quickly visualise, test, and refine business models and opportunities in a structured, evidence-based way.

1. ChatGPT (or Gemini, Claude)

✅ Business Model Canvas Drafting

Provide your initial problem or idea, and prompt:

“Help me create a Business Model Canvas for a service that improves university group project collaboration.”

You can refine each block (e.g., customer segments, value proposition, revenue streams) by iteratively prompting:

“Suggest three customer segments for this idea.”

✅ Platform Strategy Analysis

Prompt to compare platform vs linear business logic:

“What are the differences between a traditional tutoring business model and a peer-to-peer tutoring platform?”

✅ Value Proposition Framing

Prompt:

“Summarise the value proposition for an app that helps students get feedback faster, in one sentence.”

✅ Opportunity Framing

Use “jobs to be done” style prompts:

“Frame the opportunity to improve student wellbeing using a jobs-to-be-done statement.”

2. Miro AI

✅ Business Model Canvas Templates

Use Miro’s built-in templates to map customer relationships, channels, revenue, and other elements

Miro AI can cluster sticky notes with customer insights gathered in Week 2, turning them into clearer building blocks

✅ Visual Ideation

Generate diagrams of value networks and key partners to test platform-based models

3. Figma AI (if available)

✅ Storyboard Early Concepts

Sketch how a platform might connect different users (e.g., students, mentors, faculty)

Figma AI can label key user stories for different sides of the platform

✅ Wireframe Platform Journeys

Roughly wireframe an early platform idea to test flows for different stakeholders

4. Canva AI

✅ Pitch Deck Generator

As you start to frame opportunities, Canva’s AI can help you structure a 3-slide pitch

“Create a title slide, problem slide, and solution slide for my student feedback improvement idea.”

✅ Value Proposition Cards

Use Canva’s templates to prototype a simple “value prop” card for user testing

📌 How to Practise Business Model Innovation with AI

✅ Use AI to break down your assumptions

Instead of guessing, prompt the AI to question:

“What might go wrong with this business model?”

✅ Test alternatives

Prompt for variations:

“Give me 3 other business models for solving the same student pain point.”

✅ Frame your opportunity

Test wording with ChatGPT:

“Make this opportunity statement more inspiring but still realistic.”

📌 Golden Rules

⭐ Stay critical: AI can help you ideate, but sense-check feasibility and user needs with real students.

⭐ Visualise: Miro/Figma will help you move from vague ideas to more concrete structures.

⭐ Keep iterating: treat your business model as a living prototype, updating blocks as you test your assumptions.

⭐ Keep your Prompt Diary: note which AI prompts helped you frame your business model best this week.

📌 Suggested Reflection Prompts for Week 3

✅ What did you learn about platform models vs traditional models this week?

✅ Which part of the Business Model Canvas changed the most after prompting AI?

✅ How can you test if your value proposition is actually valuable?

✅ Which prompt worked best to help you see an opportunity differently?

By applying this AI Playbook for Week 3, you will build confidence in designing and iterating business models, while using AI to expand and sharpen your opportunity framing.

**Week 4: Build Sprint-MVP Building with AI (Prototyping)**

Lecture focus questions:

* What is an MVP?
* Why is “ugly” good in prototyping?
* How can AI help you build a minimum viable product?
* Ugly is good!

Core reading:

Ries, E. (2011). The Lean Startup. Crown.

Blank, S. (2020). Why the Lean Startup changes everything. HBR Reprint.

YouTube/tutorials/free resources:

Michael Seibel - How to Plan an MVP

<https://www.youtube.com/watch?v=1hHMwLxN6EM&t=42s>

THE LEAN STARTUP SUMMARY (BY ERIC RIES)

<https://www.youtube.com/watch?v=RSaIOCHbuYw>

The Lean Startup | Eric Ries | Talks at Google

<https://www.youtube.com/watch?v=fEvKo90qBns>

Harvard i-lab | Creating Your Minimum Viable Product with Abby Fichtner

<https://www.youtube.com/watch?v=cjCCS3DxZRo>

Value Props: Create a Product People Will Actually Buy

<https://www.youtube.com/watch?v=q8d9uuO1Cf4>

Cursor AI Tutorial for Beginners [2025 Edition] <https://www.youtube.com/watch?v=3289vhOUdKA>

The ultimate guide to Bolt.new | Build apps with AI (step-by-step) \*

<https://www.youtube.com/watch?v=0_Ij8FEvY4U>

📌 **AI Playbook: Week 4 — MVP Building with AI (Prototyping I)**

In Week 4, you will explore the fundamentals of Minimum Viable Products (MVPs) and how to quickly test your riskiest assumptions. Remember, ugly is good at this stage — the point is to learn, not to polish.

AI tools can help you prototype, test, and improve MVPs faster than ever. This playbook will guide you through which tools to use, how to prompt them, and how to think like a rapid innovator.

1. ChatGPT (or Gemini, Claude)

✅ Define MVP Scope

Use a prompt like:

“Help me define the smallest feature set I could build to test whether students want a faster feedback system.”

Ask the AI to help you prioritise features:

“List features from most essential to least essential for this MVP.”

✅ Test Assumptions

Prompt:

“What risky assumptions does this MVP depend on? How could I test each one quickly?”

✅ Fake-Feature Prototyping

Generate sample text or scripts for a landing page to validate demand

“Write landing page copy for an MVP offering instant peer feedback for group projects.”

2. Cursor AI (for no-code and code builders)

✅ Rapid Prototyping

Use Cursor to co-create front-end components even if you don’t code

Example:

“Generate a simple HTML prototype for a sign-up form collecting student feedback.”

✅ Iterative Development

Keep modifying and asking Cursor to change small pieces, instead of rebuilding from scratch

✅ Debugging Help

If you get stuck, prompt:

“Why is this form not working? Suggest corrections.”

3. Bolt.new (or other no-code AI builders)

✅ Instant MVPs

Bolt lets you build basic functional apps with just prompts

Use for testing simple user flows (e.g., booking slots, submitting assignments)

Example:

“Build a form that collects group peer feedback with a thank-you page.”

✅ AI-powered app flow suggestions

Bolt will even help you design next steps for your MVP if you ask:

“What next features should I add after validating demand?”

4. Canva AI

✅ Mockups

Build quick, rough product visuals for your pitch

Use Canva’s AI design to create:

splash screens

sign-up buttons

icons

✅ Value Proposition Cards

Test value messaging:

“Make a one-slide summary of my MVP’s benefits.”

5. Miro AI

✅ User Flow Mapping

Sketch out your MVP journey on a Miro board and ask Miro AI to improve or simplify the flow

Example:

“Check if there are too many steps for students to submit feedback.”

✅ Priority Clustering

Group features, and ask Miro AI to highlight must-have vs nice-to-have

📌 How to Practise Lean Prototyping with AI

✅ Build fast, break things: use AI to get a working rough version, not a perfect final product

✅ Test one thing at a time: e.g., do students want this feature at all?

✅ Learn by showing: even a slide deck counts as an MVP if it lets you get feedback

✅ Refine weekly: adjust your MVP with each round of feedback

📌 Golden Rules

⭐ Ugly is OK: the purpose of an MVP is to learn fast, not win a design award

⭐ Sense-check: AI outputs still need human judgment

⭐ Iterate: ask “What did I learn?” each time you show your MVP to someone

⭐ Prompt Diary: log which prompts helped you prototype most effectively

📌 Suggested Reflection Prompts for Week 4

✅ What was the biggest risk you tested with your MVP?

✅ What surprised you most in user reactions?

✅ Which AI tool saved you the most time building the prototype?

✅ If you had to build again, what would you leave out?

**Week 5: Modularity & Iteration (Prototyping II)**

Lecture focus questions:

* What is modularity? What it means for innovation?
* Why is reuse powerful for innovation?
* How can AI help break big problems into small chunks?
* How do you iterate faster?

Core reading:

Baldwin, C. Y., & Clark, K. B. (2000). Design Rules. MIT Press.

Jacobides, M. G., & Winter, S. G. (2012). Capabilities, transaction costs, and evolutionary theory. Strategic Management Journal, 33(13), 1385–1401.

Adner, R. (2017). Ecosystem as structure: An actionable construct. Journal of Management, 43(1), 39–58.

YouTube/tutorials/free resources:

The Product Management Dictionary: modularity: <https://www.haveignition.com/what-is-product-management/the-product-management-dictionary-modularity>

All You Need to Know About Modularization:

<https://www.modularmanagement.com/blog/all-you-need-to-know-about-modularization>

How To Use Replit Agent For Beginners

<https://www.youtube.com/watch?v=VXrVVUPst0w>

Steve Jobs about go to market strategy

<https://www.youtube.com/watch?v=3BNGMMc3Bgc>

**AI Playbook: Week 5 — Modularity & Iteration (Prototyping II)**

This week you will explore how modular thinking helps you innovate faster, how to break big problems into smaller, reusable parts, and how to iterate with confidence. AI can support you as a modular designer, helping you decompose complex challenges, reuse components, and streamline improvements.

1. ChatGPT (or Gemini, Claude)

✅ Break Problems into Modules

Prompt:

“Split this feedback platform idea into its smallest functional parts with one-sentence descriptions.”

✅ Prioritise Modules

Prompt:

“Rank these modules by how critical they are to delivering value quickly.”

✅ Suggest Reuse

Prompt:

“What features from this MVP could be reused in other education apps?”

✅ Improve Iteration Speed

Prompt:

“Suggest how to test and improve just one module at a time, with minimal user disruption.”

2. Replit (with AI agent support)

✅ Build Modular Code

Use Replit’s AI to start small functional scripts (e.g., login module, survey module)

Prompt Replit’s agent:

“Write a reusable component for a student feedback form.”

✅ Refactor

Improve rough code by asking the AI agent:

“How can I make this code easier to maintain?”

✅ Test Changes Safely

Replit’s instant environment helps you test one module without breaking everything else

3. Miro AI

✅ Modular Process Mapping

Use Miro to visualise your MVP’s key parts

Let Miro AI group features into reusable or unique elements

“Cluster these features by which can be reused across other projects.”

✅ Iteration Tracking

Build a “Version Board” in Miro to record what changes you made in each iteration

4. Canva AI

✅ Module Storyboards

Use Canva to build quick “module cards” showing:

purpose

users

key features

AI design tools can help style these for easy presentation

✅ Reusable Visual Templates

Save standard pitch slides to update quickly each time you iterate

5. Cursor AI

✅ Prompt-Based Edits

Take rough modules you coded or wrote in Week 4, and incrementally improve them by prompting:

“Suggest more modular naming and structure.”

✅ Version Control

Use Cursor to document prompt changes so you can roll back if needed

📌 How to Practise Modularity & Iteration with AI

✅ Think in chunks: break down your MVP, ask which chunks can stand alone

✅ Prototype in layers: build and test one piece before gluing it together

✅ Reuse smart: don’t reinvent features if another module can do the job

✅ Iterate fast: change one piece at a time, get feedback, repeat

📌 Golden Rules

⭐ Simplify: if your module feels bloated, break it down further

⭐ Document: keep notes on what changed and why

⭐ Sense-check: just because AI suggests reuse doesn’t mean it will work in all contexts

⭐ Prompt Diary: log which modular prompts saved you the most rework

📌 Suggested Reflection Prompts for Week 5

✅ Which module in your MVP was hardest to break apart?

✅ What reusable elements did you discover?

✅ How did AI help you see new patterns for reuse?

✅ Which prompt made your iteration faster?

**Week 6: Testing, Feedback & Experiments**

Lecture focus questions:

* What makes a good experiment?
* How do you measure success?
* What is A/B testing?
* How can AI help with user feedback?

Core reading:

Thomke, S. (2020). Experimentation Works. HBR Press.

Thomke, S. (2001). Enlightened experimentation. Harvard Business Review.

YouTube/tutorials/free resources:

Steve Jobs about go to market strategy

<https://www.youtube.com/watch?v=3BNGMMc3Bgc>

Stefan Thomke is a Harvard professor and author of the new book Experimentation Works

<https://www.youtube.com/watch?v=BDIk4D1Yye8>

Optimizely Tutorial for Beginners | Master A/B Testing & Experimentation 2025

<https://www.youtube.com/watch?v=XZ_2V17GQl4>

A/B Testing in Data Science Interviews by a Google Data Scientist | DataInterview

<https://www.youtube.com/watch?v=DUNk4GPZ9bw&t=62s>

Why your Company Needs Rapid Experimentation (Quality and Quantity)

<https://www.youtube.com/watch?v=XBqM17MKz6U>

# 📌 ****AI Playbook: Week 6 — Testing, Feedback & Experiments****

This week you will explore how to design meaningful experiments, how to measure success, and how to work with user feedback. Experiments help you learn what works, what fails, and why. AI can be a critical testing partner, helping you design, track, and analyse experiments at speed.

## ****1. ChatGPT (or Gemini, Claude)****

✅ **Design an Experiment**

* Prompt:

“Design a simple experiment to test if students prefer instant feedback vs. traditional end-of-term feedback.”

* Ask the AI to identify variables:

“What is the independent variable, dependent variable, and control group for this experiment?”

✅ **Draft Hypotheses**

* Prompt:

“Write three hypotheses to test whether peer feedback improves student motivation.”

✅ **Measure Success**

* Prompt:

“Suggest realistic success metrics for a prototype that helps students form better study groups.”

✅ **Create Test Scripts**

* Prompt:

“Draft 5 questions to gather user feedback after testing our MVP.”

## ****2. Optimizely (with AI Assist)****

✅ **A/B Test Setup**

* Use Optimizely to create experiments comparing two versions of a feature (e.g., a survey layout or a welcome page)
* The AI assistant in Optimizely can recommend sample sizes and help you track results

✅ **Interpret Results**

* Feed results into ChatGPT for quick analysis:

“Explain the difference between these two test groups in plain language.”

## ****3. Miro AI****

✅ **Visual Experiment Boards**

* Use Miro’s whiteboards to sketch experiment flows
* Prompt Miro AI to cluster test ideas and prioritise them by risk

✅ **Learning Tracker**

* Build a “what we learned” wall in Miro to log outcomes of each test round

## ****4. Typeform AI****

✅ **Feedback Surveys**

* Quickly draft user-friendly surveys to collect reactions after testing an MVP
* Use Typeform’s AI to rewrite questions in plain, inclusive language

✅ **Rapid Data Analysis**

* Pull responses from Typeform and paste them into ChatGPT for summarisation

## ****5. Replit AI (optional for students with coding interest)****

✅ **Experiment Automation**

* Write tiny scripts to automate experiments (like random group assignments or data collection)
* Ask the Replit AI agent to help debug if needed

# 📌 ****How to Practise Experimentation with AI****

✅ Start with a clear hypothesis: AI can help you sharpen it  
✅ Set success metrics: make them concrete, with AI suggestions  
✅ Collect real user feedback: surveys, quick interviews, chat-based polls  
✅ Use A/B testing: change only one variable at a time  
✅ Learn fast: summarise results with AI and plan your next iteration

# 📌 ****Golden Rules****

⭐ **Keep it simple**: don’t over-complicate your first tests  
⭐ **Trust, but verify**: always double-check AI-generated analysis  
⭐ **Focus on the riskiest question**: prioritise the biggest unknown  
⭐ **Prompt Diary**: record what AI prompts helped you design the best experiments

# 📌 ****Suggested Reflection Prompts for Week 6****

✅ What was your riskiest hypothesis, and how did you test it?  
✅ How did AI help you design or analyse your experiments?  
✅ Which part of your test results surprised you the most?  
✅ How could you simplify your next experiment?

**Week 7: Growth, Scaling & Network Effects**

Lecture focus questions:

* What is growth hacking?
* How do network effects work?
* How do platforms scale?
* Do things do not scale.

Core reading:

Eisenmann, T., Parker, G., & Van Alstyne, M. (2011). Platform envelopment. Strategic Management Journal, 32(12), 1270–1285.

Zeng, J., Yang, Y., & Lee, S. H. (2023). Resource orchestration and scaling‐up of platform‐based entrepreneurial firms: the logic of dialectic tuning. Journal of Management Studies, 60(3), 605-638.

YouTube/tutorials/free resources:

Scaling Product | Fireside with Joe Gebbia and Reid Hoffman

<https://www.youtube.com/watch?v=TCA_7RVo7Uo&t=1496>s

The 13 Types of Network Effects

<https://www.youtube.com/watch?v=oB_NM_kL6rM>

The growth hacks that made these startups

<https://www.youtube.com/watch?v=R8DjaBleN7E>

Stanford Webinar: Introduction to Growth Hacking

<https://www.youtube.com/watch?v=-LeKimVEi-Q>

📌 AI Playbook: Week 7 — Growth, Scaling & Network Effects

This week you will explore how innovations grow, scale, and benefit from network effects. You’ll also learn to identify things that do not scale — and why that matters. AI tools can support you by mapping growth opportunities, testing scaling assumptions, and helping you reason about network effects in platform business models.

1. ChatGPT (or Gemini, Claude)

✅ Identify Growth Levers

Prompt:

“Suggest three growth channels for an education platform connecting students to peer mentors.”

✅ Map Network Effects

Prompt:

“Explain the direct and indirect network effects in a peer-to-peer tutoring platform.”

Or break it down even more:

“List positive feedback loops that might help this platform grow.”

✅ Design Growth Experiments

Prompt:

“Draft an A/B test to see whether adding a referral program increases sign-ups.”

✅ Spot Non-Scalable Features

Prompt:

“What parts of a university peer feedback app might be too hard to scale without automation?”

2. Miro AI

✅ Growth Canvas

Use Miro’s templates to visualise channels, segments, and referral loops

Ask Miro AI to group growth experiments by priority

✅ Network Effects Mapping

Sketch your platform participants

Let Miro AI help you connect them in a relationship map

3. Canva AI

✅ Growth Experiments Decks

Prototype slides for a growth pitch to potential partners

Use Canva’s AI to help rephrase slides with clearer, more persuasive language

✅ Referral Campaign Visuals

Quickly design visuals for “tell a friend” campaigns you want to test

4. Typeform AI

✅ Viral Loops Feedback

Build short surveys to learn how students heard about your MVP

Use Typeform’s AI to rewrite questions for clarity and tone

✅ Referral Experiment Testing

Gather quick feedback on early referral messages or promotions

5. Replit AI (optional for students with coding interest)

✅ Simulate Network Effects

Write small code to model user adoption and simulate network effects

Ask Replit’s AI to help debug a simple growth simulator script

📌 How to Practise Growth & Scaling with AI

✅ Test one growth lever at a time: don’t try to scale everything simultaneously

✅ Map the ecosystem: see where your network effects are strongest

✅ Experiment creatively: use AI to help design low-cost tests

✅ Recognise limits: identify parts of your idea that will not scale easily and plan around them

📌 Golden Rules

⭐ One growth engine at a time: focus beats chaos

⭐ Document assumptions: AI can suggest growth plans, but you still need to validate them

⭐ Sense-check network effects: ask if they’re realistic, or just wishful

⭐ Prompt Diary: note which AI prompts helped you see growth opportunities more clearly

📌 Suggested Reflection Prompts for Week 7

✅ Which growth lever seems most promising for your MVP?

✅ What parts of your platform benefit from network effects?

✅ Where do you see risks if your growth does scale too quickly?

✅ How did AI help you plan or analyse growth experiments?

**Week 8: Resilience & Ecosystem Thinking**

Lecture focus questions:

* What is resilience in innovation?
* How do ecosystems adapt?
* What is antifragility?
* How do you stress-test an innovation system?

Core reading:

Adner, R. (2017). Ecosystem as structure. Journal of Management, 43(1), 39–58.

Hannah, D. P., & Eisenhardt, K. M. (2018). How firms navigate cooperation and competition in nascent ecosystems. Strategic Management Journal, 39(12), 3163–3192.

Jacobides, M. G., Cennamo, C., & Gawer, A. (2018). Towards a theory of ecosystems. Strategic Management Journal, 39(8), 2255–2276.

YouTube/tutorials/free resources:

[Ecosystem Strategy: https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/how-we-help-clients/portfolio-strategy/ecosystem-strategy](%20Ecosystem%20Strategy:%20https://www.mckinsey.com/capabilities/strategy-and-corporate-finance/how-we-help-clients/portfolio-strategy/ecosystem-strategy)

# ****AI Playbook: Week 8 — Resilience & Ecosystem Thinking****

This week you will explore how innovation ecosystems function, adapt, and recover from shocks. You will also learn what makes a system antifragile — gaining strength from stress. AI can help you stress-test assumptions, visualise ecosystem partners, and anticipate risk more systematically.

## ****1. ChatGPT (or Gemini, Claude)****

✅ **Define Ecosystem Resilience**

* Prompt:

“Explain what makes a university innovation ecosystem resilient to sudden changes like funding cuts.”

✅ **Antifragility Concepts**

* Prompt:

“Give me examples of how a student-led innovation program could actually improve from unexpected shocks.”

✅ **Ecosystem Mapping**

* Prompt:

“List potential partners, allies, and critical resources for an education technology platform serving UK universities.”

✅ **Stress-Testing Questions**

* Prompt:

“Help me write 5 questions to test whether my MVP would survive a sudden spike in demand.”

✅ **Scenario Analysis**

* Prompt:

“Generate two worst-case scenarios for my feedback platform and suggest coping strategies.”

## ****2. Miro AI****

✅ **Ecosystem Diagrams**

* Build partner maps, then ask Miro AI to cluster ecosystem participants into:
  + core partners
  + peripheral partners
  + potential threats

✅ **Risk Boards**

* Use Miro to visually capture potential ecosystem vulnerabilities
* Ask Miro AI to suggest missing risks

## ****3. Canva AI****

✅ **Antifragility Storyboards**

* Create a simple storyboard showing how your MVP could evolve after a crisis
* Canva AI can help reword captions for clarity

✅ **Resilience Posters**

* Quickly design a “resilience canvas” with core processes, fallback partners, and backup strategies

## ****4. Typeform AI****

✅ **Stress-Testing Surveys**

* Build short surveys to collect feedback on “what could go wrong” from student testers
* Use Typeform’s AI to rewrite questions so they feel constructive, not negative

✅ **Partner Feedback Forms**

* If you want to validate your ecosystem assumptions with mentors or partners, use Typeform to gather structured responses

## ****5. Replit AI (optional for technical students)****

✅ **Simulate Ecosystem Shocks**

* Write small scripts that model sudden user growth, supply chain failures, or funding changes
* Ask Replit’s AI agent to help debug or refine those models

# 📌 ****How to Practise Resilience & Ecosystem Thinking with AI****

✅ Map your partners: who supports you, who depends on you?  
✅ Simulate crises: run “what if” scenarios with AI support  
✅ Build fallback strategies: plan backups in advance  
✅ Look for antifragility: ask where your product could actually improve after a shock  
✅ Stress-test in small chunks: one module at a time

# 📌 ****Golden Rules****

⭐ **Assume surprises**: something will go wrong  
⭐ **Redundancy beats perfection**: have backups  
⭐ **Ecosystem > solo**: partners make you stronger  
⭐ **Prompt Diary**: record which AI prompts helped you see vulnerabilities you might have missed

# 📌 ****Suggested Reflection Prompts for Week 8****

✅ What is the weakest link in your ecosystem, and how could you strengthen it?  
✅ Which scenario most challenged your assumptions?  
✅ How did AI help you visualise partners or threats?  
✅ What strategies would make your MVP antifragile rather than just resilient?

**Week 9: Responsible Innovation & AI Ethics**

Lecture focus questions:

* What is trustworthy AI?
* What is explainability?
* How do you design for fairness and safety?
* What is the “ethics by design” approach?

Core reading:

Mittelstadt, B. (2019). Principles alone cannot guarantee ethical AI. Nature Machine Intelligence, 1(11), 501–507.

Whittlestone, J., Nyrup, R., Alexandrova, A., & Cave, S. (2019). The role and limits of principles in AI ethics. AIES Conference.

Fjeld, J., et al. (2020). Principled AI: Mapping consensus. Berkman Klein Center Report.

YouTube/tutorials/free resources:

AI Ethics Researcher Timnit Gebru's Firing Doesn’t Look Good For Google

<https://www.youtube.com/watch?v=fWqpPsMXVsI>

Practice Using AI Responsibly | Google AI Essentials

<https://www.youtube.com/watch?v=TShPEH5cgPM>

# 📌 ****AI Playbook: Week 9 — Responsible Innovation & AI Ethics****

This week you will explore how to build innovations that are fair, transparent, and trustworthy. You will examine what responsible innovation really means and how to apply “ethics by design” principles in practice. AI tools themselves can help you build ethically — if you prompt them carefully and critically.

## ****1. ChatGPT (or Gemini, Claude)****

✅ **Define Trustworthy AI**

* Prompt:

“Explain trustworthy AI to a third-year business student in simple terms, with examples.”

✅ **Identify Bias Risks**

* Prompt:

“What biases might appear in an AI-based peer feedback platform for students?”

✅ **Ethics-by-Design Checklists**

* Prompt:

“Help me create an ethics-by-design checklist for my student wellbeing app.”

✅ **Explainability Prompts**

* Prompt:

“Explain how this recommendation system chose its results, as if you were a teacher.”

✅ **Risk Assessment**

* Prompt:

“List possible harms that could come from our MVP and suggest mitigations.”

## ****2. Miro AI****

✅ **Ethics Canvas**

* Use Miro to map ethical risks and opportunities
* Ask Miro AI to cluster them into categories like fairness, privacy, or transparency

✅ **Stakeholder Maps**

* Identify affected groups, then use Miro AI to highlight who might be at risk

## ****3. Canva AI****

✅ **Ethics Posters**

* Quickly prototype “ethical principles” posters for your MVP pitch
* Canva’s AI can help summarise ethics statements in plain language

✅ **Explainability Slides**

* Build one-slide summaries of how your product works, for non-technical audiences

## ****4. Typeform AI****

✅ **Feedback on Trust**

* Create surveys to measure user trust in your MVP’s recommendations
* Use Typeform’s AI to rephrase questions for clarity and sensitivity

✅ **Bias Awareness**

* Ask students to report unfair or biased outputs, then collect and analyse those patterns

## ****5. Replit AI (optional for students with coding interest)****

✅ **Fairness Checks**

* Experiment with simple code to simulate “audit tests” for bias, such as comparing different inputs for different user groups
* Ask Replit’s AI to help you validate whether your system treats user data fairly

# 📌 ****How to Practise Responsible Innovation with AI****

✅ Interrogate outputs: always ask why the AI is giving you a result  
✅ Document assumptions: note whose data and whose values shape your prompts  
✅ Test for fairness: run prompts that simulate different user groups to spot problems  
✅ Use “ethics by design”: build checks, disclaimers, and transparency tools into your product from the start  
✅ Prioritise explainability: if you can’t explain it, don’t ship it

# 📌 ****Golden Rules****

⭐ **Human in the loop**: AI is a co-pilot, not the final judge  
⭐ **Transparency first**: if you hide how a decision was made, you lose trust  
⭐ **Always sense-check**: prompt for alternatives, not just one answer  
⭐ **Prompt Diary**: record prompts that helped you surface ethical risks

# 📌 ****Suggested Reflection Prompts for Week 9****

✅ What was the biggest ethical risk you spotted in your MVP?  
✅ How did you test for bias?  
✅ What strategies could build trust among your users?  
✅ Which prompts helped you challenge your own assumptions?

**Week 10: Final Polishing & Pitch Craft**

Lecture focus questions:

* How do you tell a compelling innovation story?
* What makes a great pitch?
* How do you align your pitch with evidence?
* How do you engage different audiences?

Core reading:

Denning, S. (2020). The Age of Agile. AMACOM.

Blank, S. (2020). The Four Steps to the Epiphany (updated edition).

Supplementary reading:

Ries, E. (2011). The Lean Startup.

YouTube/tutorials/free resources:

Guy Kawasaki: The Art of Pitching

<https://www.youtube.com/watch?v=6tYiL6v8N8o>

Harvard i-lab | Startup Secrets: Getting Behind the Perfect Pitch

<https://www.youtube.com/watch?v=YkH-NvWHpRo>

# 📌 ****AI Playbook: Week 10 — Final Polishing & Pitch Craft****

This week you will focus on telling a compelling innovation story and delivering a persuasive pitch. A great pitch aligns a problem, a solution, evidence of value, and a call to action — all tuned for your audience. AI can be a valuable partner to help you structure, rehearse, and refine your pitch under pressure.

## ****1. ChatGPT (or Gemini, Claude)****

✅ **Structure a Pitch**

* Prompt:

“Help me outline a 5-slide pitch for a student feedback app, including problem, solution, market, evidence, and call to action.”

✅ **Craft a Story**

* Prompt:

“Write a short story showing the pain of bad group feedback, then how my app helps.”

✅ **Align with Evidence**

* Prompt:

“Summarise my user survey results in a bullet point that fits a pitch deck.”

✅ **Audience Testing**

* Prompt:

“Rephrase my pitch for a skeptical investor who is worried about high costs.”

✅ **Practise Q&A**

* Prompt:

“Act as an investor. Ask me tough questions about scaling my platform.”

## ****2. Canva AI****

✅ **Pitch Deck Design**

* Quickly build clean, consistent slides
* Use Canva’s AI to adjust tone and phrasing for the captions on your deck

✅ **Visual Hooks**

* Prototype quick icons, infographics, or product mockups to make your pitch memorable

## ****3. Miro AI****

✅ **Pitch Map**

* Visualise your problem-solution narrative in Miro
* Ask Miro AI to help group supporting evidence to strengthen your argument

✅ **Stakeholder Lens**

* Sketch key personas (student, faculty, investor)
* Use Miro AI to cluster what matters most to each

## ****4. Typeform AI****

✅ **Audience Feedback**

* Collect practice pitch feedback from peers through a simple survey
* Use Typeform’s AI to rewrite questions for clarity and empathy

✅ **Pitch Confidence Survey**

* Test your team’s own confidence before demo day

## ****5. Replit AI (optional for coding-minded students)****

✅ **Interactive Demos**

* If you built a simple MVP, Replit’s AI can help polish final tweaks or fix bugs for your pitch demo
* Prompt:

“Clean up the code for a live demo of this chatbot MVP.”

# 📌 ****How to Practise Pitch Craft with AI****

✅ Refine your storyline: keep asking “why should anyone care?”  
✅ Tailor to audiences: change tone and focus for peers, staff, or investors  
✅ Align with proof: bring your data, user stories, and MVP lessons  
✅ Rehearse tough questions: simulate Q&A with AI role-play  
✅ Iterate: do multiple short practice rounds, improving each time

# 📌 ****Golden Rules****

⭐ **Story first**: lead with the problem and why it matters  
⭐ **Less is more**: keep slides tight and easy to follow  
⭐ **Practice**: do out-loud practice with peers (and AI)  
⭐ **Prompt Diary**: log which prompts best helped you polish and adapt your pitch

# 📌 ****Suggested Reflection Prompts for Week 10****

✅ Which story about your user pain point was most powerful?  
✅ How did you align your pitch with real evidence?  
✅ What Q&A question challenged you the most?  
✅ How did AI help you tailor your pitch to different audiences?

📌 Week 11: Demo Day & Reflection

Lecture focus questions:

* What have you built?
* What would you change next time?
* How has your innovation mindset evolved?
* What future skills will you build on?

Core reading:

No new readings; students consolidate reflections

Supplementary resources:

Please revisit their own reflection diaries

YouTube/tutorials/free resources:

What Makes a Great Demo Day Pitch? (Y Combinator)

## Please think about the following key questions:

* What do we mean by innovation in the age of AI and platforms?
* What are the different types of innovation, and how do they interact in digital ecosystems?
* What interesting innovation patterns and phenomena are emerging in today’s hyper-connected, AI-enabled business environment?
* How do new innovation logics — such as modular, data-driven, platform-based, and ecosystem orchestration — differ from traditional innovation approaches?
* What skills, mindsets, and ethical considerations will shape the next wave of responsible business innovation?

## Core reading:

Alvarez, S. A, Zander, U., Barney, J. B., and Afuan, A. (2020). ‘From The Editors: Developing a Theory of the Firm for the 21st Century’. *Academy of Management Review*, 45(4), 711-16.

Bower, J. and Christensen, C. (1995). Disruptive Technologies: Catching the Wave. Harvard Business Review 73(1): 43-53.

Kapoor, R., and Wilde D (2023) ‘Peering Into a Crystal Ball: Forecasting Behavior and Industry Foresight’, *Strategic Management Journal*. In press.

Kalle Lyytinen (2022) Innovation logics in the digital era: a systemic review of the emerging digital innovation regime, Innovation, 24(1): 13-34,

## Godin, B. (2006). ‘The Linear Model of Innovation: The Historical Construction of an Analytical Framework’, Science, Technology, and Human Values, 31(6): 639-67.

## Hartley, J. (2005). 'Innovation in Governance and Public Services: Past and Present', Public Money and Management, 25(1): 27-34.

## McKinley, W., Latham, S., and Braun, M. (2014). ‘Organizational Decline and Innovation: Turnarounds and Downward Spirals’, Academy of Management Review, 39(1): 88-110.

# Seminars

You will have a one-hour seminar every week. Prior to attending the seminar it is important that you complete any preparatory work that can be found on BlackBoard. Please ensure you bring the module handbook with you to classes either in hard copy or electronically.

Please note: success on this module is determined by your willingness to engage and work hard.

***Please check your timetable for your seminar time and room.***

# Seminars as a delivery mechanism

Seminars are large group sessions within which small group work and discussion take place. They are your chance to test ideas, raise issues, challenge assumptions and discuss differences in perception. They are designed as a safe environment in which to engage in directed learning. Students will typically work in groups of 5-6 people. Ideas, questions and conclusions developed in the small groups will tend to be shared (at the end of sessions) with the entire seminar. This means that students benefit from the intensity of small group discussion and the knowledge generated by a larger forum. Seminars start from the basis that all statements are open to question, and any opinion may be put forward as long as they can be substantiated, and do not cause deliberate offence on the grounds of age, disability, race, gender or sexual orientation.

# Role of the student

The success of any seminar is dependent on the input of its participants. Key in this respect is the student. To get the most out of the seminars (to have meaningful discussions and learning experiences) you will need to undertake the core reading and have completed any preparatory work prior to attending the seminar.

# Role of the tutor

Each session is led by a tutor. Their role is to set the ground rules for each session, describing the aims and broad structure. They also work the room providing assistance and guidance during set exercises/discussions. They will provide information where possible, or direct to sources of information where they do not have the answers themselves. They are there to **guide** discussions, **not dominate them**. They will bring the session to a conclusion, drawing out key themes and their relation to the learning objectives. They will, where possible, seek to answer questions relating to wider aspects of the course.

# Seminars

For this module you will have a one-hour seminar every week.

The two-hour lecture will be delivered once a week.

|  |  |  |
| --- | --- | --- |
| **Lecture** | **Week Commencing** | **Seminar Topic** |
| 1 | 30th September 2024 | n/a |
| 2 | 7th October 2024 | n/a |
| 3 | 14th October 2024 | Seminar 1 topic –  Types of innovation and sources of ideas – the case of UK Cycling (based on 2 short BBC articles) |
| 4 | 21st October 2024 | Seminar 2 topic –  Organising for innovation – the case of Valve (based on short video and Valve Employee handbook) |
| 5 | 28th October 2024 | Seminar 3 topic –  Organising for innovation – the role of workspace design |
| Reading Week | 4th November 2024 | n/a |
| 6 | 11th November 2024 | Seminar 4 - Presentations |
| 7 | 18th November 2024 | Seminar 5 - Presentations |
| 8 | 25th November 2024 | Seminar 6 topic  MZ topic – Innovation strategy –in class activities |
| 9 | 2nd December 2024 | Seminar 7 topic  individual assessment |
| 10 | 9th December 2023 | Seminar 8 topic – Systems / ecosystems of innovation – Silicon Valley (based on 20 minute video) |

# 

# Assessment

This module employs a range of methods to assess your progress and motivate learning.

Please see BlackBoard for the Assessment Briefs.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Summative** | **Anon Marked?** | **Hand-in Date** | **Weighting** | **Feedback Date** |
| Group presentation |  | 12:00 8th November, 2024 | 25% | 20 working days after submission date |
| Individual assessment |  | 16th December, 2024 | 75% | 20 working days after submission date |

There is no requirement for you to pass all components of the module, however, you must pass the module itself i.e. an overall mark of 40% +.

If you fail the module then you will have the opportunity to resit.