

## Co-Creating Value (Tools for Collaborative Innovation)

### Course Outline

Module Code: **BSN 3714**  
 Semester: Semester 1, Academic Year 2022-2023  
 Date & Time: **Tuesday, 3pm to 6pm**  
 Venue: <to be announced>  
 Faculty: Titus Yong, Department of Strategy and Policy  
 URL: <http://bizfaculty.nus.edu/faculty-profiles/592-titus>

### Overview

This interdisciplinary course covers ideas on how value is created — by working collaboratively to capitalise on new opportunities through disruptive innovation or blue ocean markets. In addition to strategic planning tools, this module combines insights from organisational psychology and neuroscience for improving cognitive diversity & creativity. Case examples include inspiring innovators and a range of industries such as technology, finance, professional service and social sectors.

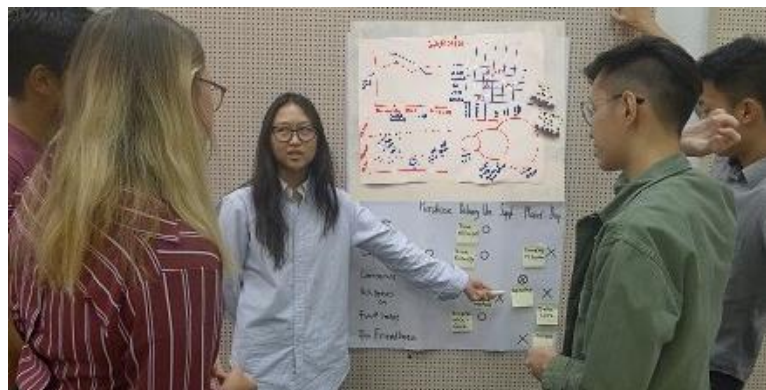
This versatile module equips people with practical skills for contributing in consulting projects, established organisations, start-up teams, as well as students who will be/are managing external stakeholders in their final-year projects/FSPs.

The course design is based on the instructor's insights gleaned from working in consulting, venture capital, entrepreneurial SMEs from start-up to stock exchange listing, psychology research, and training managers in multinational companies across the Asia-Pacific region.

### Learning Modes

Students practice over a dozen strategic planning and fun creative thinking exercises to derive fresh perspectives and propose innovative solutions to actual companies. The content covers examples of how past successful project teams managed their clients and the common pitfalls to avoid.

- ✚ Class lectures & discussions
- ✚ Mini tests/quizzes
- ✚ Cognitive assessment
- ✚ Personal reflections
- ✚ Team presentations
- ✚ Contributing ideas to & learning from other projects



Application of strategic & creative tools

## Course Objectives

This interdisciplinary course covers an exploration of ideas:

- I. What drives value? Where should we look for sources of opportunity?
- II. How does one enhance creative thinking that brings value? Understand the diverse thinking patterns, ideas from brain research, and practices of imaginative individuals and teams.
- III. Essential factors for creating a culture that is conducive to creativity.
- IV. Frameworks for innovation: Blue Ocean Shift, Jobs to be Done, Disruptive Innovation, CoCreating team assessment, etc. Students will join project teams to use these strategic planning tools to derive novel solutions especially for organizations that face intense competition or stagnation.
- V. Can we disrupt ourselves & become innovators? How do the tools and case examples in this course inform the way we view our contributions in our future careers and lives?

## Course Schedule

Session 1	What Drives Value Creation?
Session 2	Project Economy: Team Formation, Project Scope & Best Practices
Session 3	Frameworks for Innovation; Disruptive Innovation
Session 4	Blue Ocean Shift & Project Management Tools
Session 5	Spontaneous and Deliberate Approaches to Creativity
Session 6	Cognitive Diversity – how does it improve results?
Session 7	The Creative Process; Exercises to Enhance Creative Thinking
Session 8	Buyer Utility Map, New Value-Cost Frontier, To-Be Strategy Curve
Session 9	Lessons from the Most Innovative Individuals, Teams & Companies 2022
Session 10	Ideas Fair
Session 11	Consultations with Project Teams
Session 12	Presentation by Project Teams
Session 13	Application to Strategic Tools to Our Careers and Lives

*Certain topics will be covered over several weeks. Topics and sequence may be subject to modifications.*



Cross Pollination of Ideas

## Assessment Components

(a) Group project & presentations .....	30%
(b) Class participation and initiative .....	25%
(c) Mini tests/quizzes .....	30%
(d) Essays (Individual assignments) .....	15%

*Note: No final exam for this course.*

## Partial Reference List

### **Books on the bestselling/ranked lists of Wall Street Journal, Economist or New York Times:**

- ✚ “Zero to One: Notes on Startups, Or How to Build the Future”, Peter Thiel (Crown Business, 2014)
- ✚ “Blue Ocean Shift”, W. Chan Kim and Mauborgne, R. (Hachette Books, 2017)
- ✚ “Creativity, Inc. - Overcoming the Unseen Forces that Stand in the Way of True Inspiration”, Ed Catmull (Bantam Press, 2014)
- ✚ “Think Again”, Grant, A.M. (Viking, 2021)

### **Articles and book chapters by Nobel Prize laureates:**

- ✚ “Economic Growth, Technological Change, and Climate Change”, Paul Romer (Oct 2018):  
<https://www.nobelprize.org/uploads/2018/10/popular-economicsciencesprize2018.pdf>
- ✚ “Building Social Business”, Muhammad Yunus (Public Affairs 2010)

### **Magazine articles on Innovative Companies, People and Economy**

- ✚ <https://www.fastcompany.com/most-innovative-companies/2022>
- ✚ “Skill Shift Automation and the Future of the Workforce”, McKinsey Global Institute, May 2018.

### **Book chapters by strategy/innovation experts:**

- ✚ “Nondisruptive Creation: Rethinking Innovation and Growth”, W. Chan Kim & Renee Mauborgne (MIT Sloan Management Review, Spring 2019)
- ✚ “HBR Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects”, Nieto-Rodriguez, A. (Harvard Business Review, 2021)
- ✚ “Competing Against Luck: The Story of Innovation and Customer Choice”, Christensen, Duncan, Dillion and Hall (Harper Collins, 2016)
- ✚ “Creating Shared Value”, Porter and Kramer (Harvard Business Review, Jan-Feb 2011)

*This reading list is subject to updates. Online video links and additional readings can be found on the course website in LumiNUS.*