

RSM2517
Innovation, Foresight and Business Design
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INSTRUCTOR BIO

Alexander Manu is a strategic innovation practitioner, international lecturer and author. He works with executive teams in Fortune 100 companies in industries as diverse as consumer packaged goods, media, advertising, public gaming, mobile communications and manufacturing. Alexander lectures around the world on innovation, imagination, change agents and strategic foresight. He is a Senior Partner at InnoSpa International Partners, teaches Innovation, Foresight and Business Design at the Rotman School of Management, is a tenured Professor at the OCAD University in Toronto and a visiting lecturer at the Wallace McCain Institute for Entrepreneurship. In his client and research work, Alexander is involved in transforming organizations by exploring and defining new competitive spaces, the development of new strategic business competencies and the creation of innovation methods. For over 25 years Alexander has enabled global companies as diverse as Motorola, LEGO, Whirlpool, Nokia, Navteq and Unilever, to develop policies and strategies that address emerging issues through strategic foresight and pre-competitive business models. Author of **Value Creation and the Internet of Things** 2015, **Behavior Space: Play, Pleasure and Discovery as a Model for Business Value** 2012, **Disruptive Business**, 2010, **Everything 2.0: Redesign your Business Through Foresight and Brand Innovation**, 2008, **The Imagination Challenge : Strategic Foresight and Innovation for the Global Economy** , 2006" **ToolToys: Tools with an Element of Play**", 1995, and **The Big Idea of Design**", 1999 , as well as of numerous articles published in national and international periodicals. His most recent book, **Transforming Organizations for the Subscription Economy: Starting from Scratch** was released by Routledge Publishing in September 2017.

TARGET AUDIENCE

This course is of direct value to the student who has elected to major in Business Design, Consulting, Brand Management or Innovation and Entrepreneurship. This course is also of value to students interested in design strategy, marketing, new venture start-up, or innovation/product development and who wish to develop an ability to imagine new possibilities and create high quality forward views.

COURSE MISSION

This course aims to prepare the MBA candidate for the ambiguous challenge of creating and supporting a culture of innovativeness, within the framework of an innovation creating enterprise. In content, manner and style, this course has been designed to focus on developing the candidate's ability to inspire exploration, discovery and learning within teams, as well as increasing the value of their own imagination and creativity. Students will work with "pre-design" methods that will help them identify and validate ideas, and transform these ideas into pre-competitive products, services and systems by using techniques designed to identify significant strategic shifts at their early stages as well as tools to assess the potential of these strategic shifts in technology and behaviour as potential markets before they can be measured. Finally, this course will explore how foresight informs strategic decision-making and aligns the desires of people with the potential of technology, into new business models.

COURSE SCOPE

The primary goal of this course is to **expand your decision-making data set by:**

- Enhancing your awareness of macro trends and global behaviour shifts, and discover the possibilities present at the intersection between latent needs and current technology.
- Building unique new perspectives
- Transform shifts in behaviour and technology into feasible, useful and desirable business model concepts for systems, communications, products and services.
- Develop and execute methodologies leading to innovation outcomes that combine emerging technology research and foresight methods.

The coursework is designed to: **a)** Help students to unlearn in order to see from new perspectives. **b)** Recognize and assign meaning to local and global patterns of emergence in behaviour. **c)** Translate these behaviour signals into future opportunities. **d)** Explore the experiential value of these opportunities **e)** Describe the support structures required to deliver on these experiences **f)** Design business models that translate these experiences, into social and corporate wealth.

REQUIRED RESOURCES

Course Package: The course uses a package of cases and readings.

HUME. D. 1888. A Treatise of Human Nature. Oxford, Clarendon Press. P.134

MANU, A. 2010. Disruptive Business. Desire, Innovation and the Re-design of Business. Gower Publishing. London. ISBN: 978-0-566-09240-4

MANU, A. 2007. The Imagination Challenge: Strategic Foresight and Innovation in the Global Economy . Berkley: New Riders.

MASLOW. A. H. 1943 "A Theory of Human Motivation". Originally Published in Psychological Review, 50, 370-396.

SENGE, PM, SCHARMER, CO, JAWORSKI, J & FLOWERS, BS. (2004) Presence: human purpose and the field of the future. Nicholas Brealey Publishing Ltd (June 2, 2005) . ISBN-10: 1857883551. ISBN-13: 978-1857883558

SMITH. ADAM. 1776. An Inquiry into the Nature and Causes of the Wealth of Nations. In public domain. (Gutenberg Project)

COURSE FORMAT

12 or 13 regular sessions

EVALUATION AND GRADE DISTRIBUTION

Component	Due Date	Weight
Assignments	Weeks 3 and 5	2 x 15% (30% Total)
Process Reports	Weeks 7 and 9	2 x 20% (40% Total)
Final Project Presentation	Week 12 or 13	25 %
In Class and Online Participation	Weekly	5 %