### SESSION PLAN

**COURSE: ABE Level 5 Innovation and Business Performance**

**ELEMENT: Element 4 –** **Managing Risk in Innovation**

## **LEARNING OUTCOME 4**

**4. Evaluate the risks and uncertainties that innovation creates for business performance (20%)**

**Assessment Criteria**

4.1 Appraise the risks and uncertainties associated with innovation that may affect business performance

4.2 Discuss the potential causes of failure in innovation activities

4.3 Assess the legal and ethical issues that can pose risks to innovation performance

4.4 Analyse the key ethical issues pertaining to innovation and the implications for corporate social responsibility and governance

**NUMBER OF SESSIONS:** Two Approximately 15 hours, plus self-study

**SESSION TOPICS:** Session 1: Risks and uncertainties in innovation that may affect business performance; potential causes of failure in innovation activities

Session 2: Legal and ethical issues that can pose risks to innovation performance; key ethical issues pertaining to innovation and the implications for corporate social responsibility and governance

**Note to tutors: this is the recommended session plan for Element 4, learning outcome 4 of ABE Level 5 Innovation and Business Performance**

**You should follow the plan, using the resources (referenced as ‘slides’ here) and activities provided. It is important to enhance all sessions with local examples and case studies, involving the learners ACTIVELY wherever possible.**

### SESSION 1 – Risks and uncertainties in innovation that may affect business performance; potential causes of failure in innovation activities

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| **Approx. Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| 8 hours in total | Introduction to session & learning outcomes | Use filename: **5UIBP Tutor Presentation E4**  Introduction to element 4, expectations of independent learning and examination standards.  **Assessment criteria** for this session:  4.1 Appraise the risks and uncertainties associated with innovation that may affect business performance  4.2 Discuss the potential causes of failure in innovation activities | 1-3 | Learners will be expected to review academic articles and summarise notes in activity sheets for each case. References will be supplied by the tutor.  There is also independent learning, case study review and preparation for class activities. |  |
|  | Risks with innovation | Introduction to the risks and how an organisation can mitigate these.  More examples of successful and failed innovations to be discussed and learners will be asked to identify the key risks affecting these innovations.  Using the Nespresso and Betamax examples – learners will compare and contrast the actions taken.  Resources – An example of innovation success.  Alexander Brem, Maximilian Maier, Christine Wimschneider, (2016) "Competitive advantage through innovation: the case of Nespresso", European Journal of Innovation Management, Vol. 19 Issue: 1, pp.133-148. (This article will be available in your online student resources.)  . | 4-5 | Learners to research the case of Betamax Video records and VHS and identified risks taken by Sony.  Additionally, a review of the Nespresso case study will allow a comparison of risk factors.  Learners will discuss their views in classifying risk in Activity 1.  Resources – An example of innovation success.  Alexander Brem, Maximilian Maier, Christine Wimschneider, (2016) "Competitive advantage through innovation: the case of Nespresso", European Journal of Innovation Management, Vol. 19 Issue: 1, pp.133-148. (This article will be available in your online student resources.) | **5UIBP E4 LO4 Activity 1 –** Classification of risk |
|  | Risk Preferences | Tutor will discuss the importance of risk taking and how it affects innovation.  Attitudes to risk - tutor to recommend an online risk assessment application for learners to complete.  Tutor will lead session in internal and external risks and summarise section. | 6-8 | Learners to complete online risk assessment for their preference and then discuss its finding and how it will affect their tolerance to risk in business.  Findings to be recorded on Activity 2 | **5UIBP E4 LO4 Activity 2 –** Your tolerance to risk |
|  | More reasons to fail | Tutor to discuss the facts that failure is common in innovation. This continues from element 2 and more reasons for failure is discussed.  The tutor will spend time discussing leadership (including their attitudes to risk) and receive feedback for learners on their research into Sun Ray.  (2009) "Why Sun Ray failed to shine: “Innovation trauma” hinders new product", Human Resource Management International Digest, Vol. 17 Issue: 2, pp.8-10. (This article will be available in your online student resources.) | 9-11 | Using research form Sun Ray and other areas, learners to summarise in the form of a short essay the requirements of integrated leadership in the innovation process.  (2009) "Why Sun Ray failed to shine: “Innovation trauma” hinders new product", Human Resource Management International Digest, Vol. 17 Issue: 2, pp.8-10. (This article will be available in your online student resources.)  Learners to summarise learning on Activity 3. | **5UIBP E4 LO4 Activity 3 –** Sun Ray Case Study |

### SESSION 2 – Legal and ethical issues that can pose risks to innovation performance; key ethical issues in innovation and implications for CSR and governance

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| **Approx. Duration** | **Topic** | **Tutor Activity** | **Slides** | **Learner Activity** | **Formative Assessment** |
| 7 hours in total | Session overview | Use filename: **5UIBP Tutor Presentation E4**  **Assessment criteria:**  4.3 Assess the legal and ethical issues that can pose risks to innovation performance  4.4 Analyse the key ethical issues pertaining to innovation and the implications for corporate social responsibility and governance |  |  |  |
|  | Intellectual Property Rights | Tutor-led session of the main categories with learners providing suggestions and ideas for IPR.  The main categories to be covered:   * Patents, licence’s, copyright, trademarks * Trademarks, domain names and geographical indicators | 12-16 |  |  |
|  | Deciding to use IPR | **Debate – ‘To IPR or not to IPR in innovation’**  Learners to discuss pro and cons of using IPR t protect innovations. |  | **Debate – ‘To IPR or not to IPR in innovation’**  Learners to be able to support both sides of debate by using notes recorded in Activity 4. | **5UIBP E4 LO4 Activity 4 –** To IRP or not to IRP |
|  | CSR and Innovation | Looking at the impacts of CSR on innovation and the reverse impact innovation has on CSR, tutors to led discussion on impacts and ethical issues arising from rate of innovation. | 17-20 | Learners to research the ethical polices of two innovating companies and summarise whether it has been a benefit or has damaged a commitment to CSR.  Viewpoints will be summarised in Activity 5  Reviewing the following academic paper will assist learners  Resources – Innovation and CSR in Ghana  This is a useful article on the link between sales, innovation and CSR policies in the Ghanaian economy  Mohammed Abdulai Mahmoud, Robert E. Hinson, (2012) "Market orientation, innovation and corporate social responsibility practices in Ghana's telecommunication sector", Social Responsibility Journal, Vol. 8 Issue: 3, pp.327-346. (This article will be available in your online student resources.) | **5UIBP E4 LO4 Activity 5 –** Ethics in Innovation |
|  | Case study | Tutors to set a case study for 1000 words on an innovating company. Avoid global companies such as Apple, Google, Facebook, etc and instead choose a local/national organisation in your region that is well-known for innovation. |  | Activity 6: learners will complete a 1000-word case study on a selected innovative company to discuss:   * The reasons for innovation, * The practice of innovation * How it is supported * Reasons for success.   This needs to include concepts covered throughout the course. | **5UIBP E4 LO4 Activity 6 –** Innovation Company Case Study |