Higher National Unit Specification

General information for centres

Unit title: Management: Organisational Innovation

Unit code: DV80 36

Unit purpose: On completion of the Unit the candidate should be able to understand processes of innovation in organisations and the importance of innovation to organisations in increasingly complex and fast moving environments. The ways in which innovation may be encouraged and the tools and techniques used to create and foster innovation in organisations will be explored and applied.

On completion of the unit the candidate should be able to:

1   Analyse innovation within an organisation.
2   Make proposals for innovation.

Credit points and level: 1 HN Credit at SCQF level 9: (8 SCQF credit points at SCQF level 9*).

SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.

Recommended prior knowledge and skills: Access to this Unit is at the discretion of the centre. It is recommended that candidates undertaking this Unit possess good written or verbal communication skills, together with a good personal and interpersonal skills. Additionally, the candidate would benefit from having achieved the HNC Management Graded Unit and the following HN Units 'Developing Self Management Skills (DV86 34)' and 'Management: Plan, Lead and Implement Change (DV8C 35)' or equivalent.

Core Skills: There are opportunities to develop the Core Skills of Problem Solving, Communication and Information Technology at SCQF level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Context for delivery: If this Unit is delivered as part of a Group Award, it is recommended that it should be taught and assessed within the subject area of the Group Award to which it contributes.

Assessment: The Unit is suited to a holistic approach, whereby candidates are encouraged to identify a specific innovation and to make recommendations regarding that innovation to a senior management team for consideration.

Higher National Unit specification: statement of standards

Unit title: Management: Organisational Innovation

Unit code: DV80 36

The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

Outcome 1

Analyse innovation within an organisation

Knowledge and/or skills

♦ Importance of innovation to organisational success
♦ Innovation and creativity relationship
♦ Product, service, process, design and market innovation
♦ Theories and models of innovation
♦ Innovation and ideation processes

Evidence Requirements

Please refer to 'Evidence requirements for the Unit' at Outcome 2

Assessment guidelines

Please refer to 'Assessment requirements for the Unit' at Outcome 2.

Outcome 2

Make proposals for innovation

Knowledge and/or skills

♦ Barriers to innovation at a personal and organisational level
♦ Organisational approaches to innovation
♦ Innovation and strategic advantage
♦ Organisational structure and culture

Evidence Requirements for the Unit

Candidates will need to provide evidence to demonstrate that they can meet all the knowledge and/or skills items in all outcomes by showing that they can make proposals for innovation in a particular situation. These proposals must:

Higher National Unit specification: statement of standards (cont)

Unit title: Management: Organisational Innovation

♦   be practicable, feasible and politically acceptable for the organisation concerned
♦   be in an acceptable format for presentation to senior management
♦   give consideration to the management of organisational and personal creativity in the organisation
♦   take account of the importance of innovation to the organisation
♦   be based on an analysis of innovation in the organisation that distinguishes between different types of innovation and different typologies of innovation
♦   take account of and apply appropriately theories and models of innovation
♦   clearly identify drivers for the proposed innovation
♦   clearly identify barriers to innovation and ways in which these may be overcome
♦   clearly identify the benefits of the proposed innovation to the organisation
♦   be in line with the organisation's structure and culture, as well as current and past approaches to the management of innovation

Assessment guidelines for the Unit

The Unit can be assessed using a holistic approach. This may be done by setting a case study where the candidate is required to meet the evidence requirements through the interpretation of the case and asked to present recommendations for the consideration of a given or proposed innovation.

Alternatively, and more in keeping with ethos of the Unit, candidates are required to identify an innovation within an organisation of their own choosing.

Administrative Information

Unit code: DV80 36

Unit title: Management: Organisational Innovation

Superclass category: AG

Date of publication: August 2005

Version: 01

Source: SQA

SQA acknowledges the valuable contribution that Scotland's colleges have made to the development of Higher National qualifications.

Additional copies of this Unit specification can be purchased from the Scottish Qualifications Authority. Please contact the Customer Contact Centre for further details, telephone 0845 279 1000.

Higher National Unit specification: support notes

Unit title: Management: Organisational Innovation

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

Guidance on the content and context for this Unit

This is an optional Unit within the Diploma in Management.

In increasingly turbulent environments brought about by technological change, shorter product life cycles and a global economy the ability to manage change and innovation is a key factor in organisational success. Whilst they are not the same, change and innovation are inextricably linked. Innovation always requires organisational change therefore knowledge of organisational change is key to understanding the management of innovation.

Put simply, innovation can be expressed as the process of taking an idea and turning it into a useful product, service or method of operation. Candidates should be encouraged to view innovation through the widest possible lens considering technical, process and administrative innovation and how these forms converge. Organisational responses to changing markets, new customer demands, new market opportunities, new technologies and new knowledge should be examined through the use of case studies and up-to-date business examples.

The following gives some information on possible content for the Outcomes. It is intended as guidance and is not intended as a comprehensive statement of what could, or should be covered.

Outcome 1

This builds on existing knowledge and explores the differences between creativity and innovation and the importance of innovation to organisational success. External drivers could be considered here drawing on PESTLE as a framework. The key though is to pull examples from the business world highlighting technical, process and administrative innovations and to encourage candidates to identify innovation in their own organisation or innovations in other organisations. These three general typologies can be contrasted with other approaches eg incremental/regular innovation and radical/revolutionary innovation.

The basic innovation process of idea generation, idea screening, sponsorship through to adoption and commercialisation can be introduced. Models and Theories eg idea generation life cycle, innovation life cycle, organisation life cycles, discontinuity models and Rothwell's five generations of innovation models may be covered. Approaches such as project management; time to market models; and research and development management may also be appropriate.

There are a number of models in the literature many suggest a neat linear process. It is therefore important that candidates are aware of the difficulties surrounding the innovation process and that in reality processes are iterative. Newer models of innovation where innovators rely on a network of contacts eg lead users and suppliers and other institutions should also be considered.

Higher National Unit specification: support notes (cont)

Unit title: Management: Organisational Innovation

Examples of how companies have attempted to create their own models to suit their own circumstances should be considered eg 3M.

Outcome 2

This Outcome builds upon the previous one and looks at the problems facing individuals and organisations in encouraging and fostering idea generation and innovation. Blockages at both a personal and an organisational level should be explored and candidates should be encouraged to undertake a number of small creativity exercises to reinforce some of the messages here. The role of the individual in the innovation process and individual roles (Ideators, Inventors, Gatekeepers, Champions, Sponsors, Intrapreneurs and Entrepreneurs) may also be useful. The importance of organisation culture, structure and communication processes to the management of innovation should be emphasised. The understanding of the concepts, eg Organisational learning, Knowledge Management, Project Teams and Leadership, from prior study is critical to the delivery of this aspect of the Unit. Consideration of organisations considered to be strategically innovative would help here.

Guidance on the delivery and assessment of this Unit

In keeping with the ethos of the subject, centres are encouraged to explore and utilise a wide range of teaching approaches. There are numerous resources available on the internet that candidates should be encouraged to explore and centres may wish to identify some of these and integrate where appropriate in the delivery plan.

Henry (1991) states that 'By "manage innovation" we mean the ability to trigger, generate, control and steer new ideas through the maze'. A holistic approach is therefore strongly recommended and this should enable centres to integrate the requirements of all Outcomes.

Candidates should be encouraged to identify a possible innovation at an early stage and this innovation can be visited throughout the delivery of the Unit. Proposals regarding the innovation may be oral or written a combination of both would be appropriate. A final proposal could be presented or alternatively the candidate could be asked to discuss the proposal at various stages throughout the delivery of the Unit should the centre so wish. In either case supporting checklists and copies of candidates work should be maintained as per normal. Innovation and originality should be encouraged throughout the delivery of this Unit.

Opportunities for developing Core Skills

There are opportunities to develop the Core Skills of Problem Solving, Communication and Information Technology at SCQF Level 6 in this Unit, although there is no automatic certification of Core Skills or Core Skills components.

Higher National Unit specification: support notes (cont)

Unit title: Management: Organisational Innovation

Candidates have to analyse in depth and in detail all aspects of an organisation, including the current structure, culture and approaches to innovation, before identifying, selecting and justifying an appropriate strategic approach. This will provide many opportunities to develop problem solving skills to an advanced level. Presenting a feasible and practical approach which applies an appropriate range of tools and techniques to maximise achievement and overcome barriers will be a crucial aspect of competence. Evaluation which examines all stages of proposed solutions and their potential and actual impact will be on-going. An ability to identify, justify and apply, techniques and tools in written and oral communication is an essential aspect of competence. An in depth grasp of the applications, value and limitations of technology in accessing, conveying and organising information, data and ideas is essential underpinning knowledge and understanding

Open learning

If the unit is delivered by open or distance learning models, additional resources will be required for candidate support, assessment and quality assurance. For further information and advice please refer to the SQA guide: *Assessment and Quality assurance for Open and Distance Learning'* (A1030, February 2001).

Candidates with disabilities and/or additional support needs

The additional support needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Alternative Assessment Arrangements for Candidates with Disabilities and/or Additional Support Needs,* which is available on SQA's website: **www.sqa.org.uk**.

General information for candidates

Unit title: Management: Organisational Innovation

This Unit is a one credit Unit at SCQF level 9, designed to develop your understanding of innovation in an organisation and considers innovation in products, processes and systems.

The Unit also looks at how organisations nurture and manage innovative ideas and the many difficulties that they may face in so doing. You will also consider the role of the individual in this process and be given an introduction to some of the tools and techniques used by organisations to engender creativity and innovation. You will benefit greatly if you keep abreast of new developments across a variety of sectors through the business media.

The Unit has two Outcomes.

In **Outcome 1** you will develop your understanding of the differences and links between creativity, innovation and change and their continued importance to organisational success. The drivers of innovation will be considered using case study and current business examples to highlight product, process and administrative innovation. You will also consider how organisations cultivate and manage innovative ideas and the many difficulties facing organisations and managers. Models of innovation will be considered and how these models are used in business will be considered. The use of case studies, live examples and your own reading will be important in studying this aspect of the Unit.

Outcome 2 builds upon the work in Outcome 1 and requires you to investigate issues relating to organisational creativity and the role of the individual in this process. Through the use of creativity tools and exercises you will gain an understanding of the difficulties facing individuals in organisations and the techniques that can be deployed to overcome these difficulties.

The assessment for this unit requires that you put together a proposal for an innovation in a given or chosen situation. However, at the beginning of this Unit your tutor will discuss exactly how the assessment is to be conducted.