



Managing Technology and Innovation
MGMT 480, section 001
Fall 2016

Instructor: Haisu Zhang, Ph.D.

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Office Hours: Monday 2:00–3:30pm; Thursday 2:30-4:30pm; Friday 3:00-5:00pm; or by appointment (It is highly recommended that students make an appointment even though the visit is during office hours, so that the instructor can allocate sufficient time to each student for the visit)

Email: h Zhang@njit.edu (email is the best way to contact the instructor; students are required to include full name, course, and section number in the email to the instructor)

Class Time: Monday 10:00-11:25am and Thursday 4:00–5:25pm

Class Location: KUPF104

1. Overview & Objectives

This course focuses on the strategic management of technology and innovation in firms. It will take the perspective of various levels of management (corporate, business, project) in studying the process of creating change through technical innovation, intrapreneurship, and entrepreneurship. It will examine the key activities at each of these levels of management, analyze how they interlock, and attempt to understand how such complex systems of activity can be effectively managed.

The course is based on research and theory and meanwhile is practice oriented. Discussion of real life situations will require in-depth analysis to be complemented with specific action recommendations and a willingness to commit oneself to a specific course of action.

The goals of this course for students are:

- To develop the understanding of assessing and auditing the innovative capabilities of a firm
Assessment: quizzes, exams, case studies, and mini-presentations
- To develop insights concerning the skills to be an effective general manager in the innovation process
Assessment: quizzes, exams, case studies, and case presentations
- To understand an implement practice in defining and working out strategic management problems related to technological innovation and internal entrepreneurship
Assessment: case studies and case presentations

2. Required Course Materials

Strategic Management of Technological Innovation, 5th Edition

By Melissa Schilling

McGraw-Hill Education

ISBN-10: 1259539067; ISBN-13: 978-1259539060

Each student will also need to purchase **two Harvard Business cases** for case study assignments.

Students are also encourage to gain information and knowledge by reading *Wall Street Journal*, *Business Week*, etc.

3. Course Deliverables/ Grade Components

Your grade for this course will be based on the following components:

Required work	Score	Notes
Individual work (156 points)		
Mini-presentation	20	Innovation in the News
Close-Book Mid-Term Exam	50	Multiple-choice questions
Close-Book Final Exam	50	Multiple-choice questions
Quizzes	36	6 quizzes * 6 questions/quiz
Team work (100 points)		
Case Study One*	30	Peer evaluation is conducted. Each student's score = team project score x peer evaluation
Case Study Two	40	Peer evaluation is conducted. Each student's score = team project score x peer evaluation
Presentation (Case One)	15	7.5 points by students and 7.5 points by the instructor; based on case study one
Presentation (Case Two)	15	7.5 points by students and 7.5 points by the instructor; based on case study two
TOTAL	256	

*Notes: A brief meeting summary is required for team meeting on Oct.17. No meeting summary will result in 10% deduction in Case Study 1 team grade.

4. Calculation of the Course Grade

<u>Total Score</u>	<u>Grade</u>	<u>Total Score</u>	<u>Grade</u>
90 – 100%	A	77 – 79.9%	C+
87 – 89.9%	B+	70 – 76.9%	C
80 – 86.9%	B	60 – 69.9%	D
		< 60%	F

5. Mini-presentation: Innovation in the News

Each student is required to give a presentation of today's technology-related innovation in the beginning of the class. The order of presentation will be randomly assigned. Each student will present a case of innovation that was **not** previously presented by other students in this course. The presentation should last up to 10 minutes, so students should keep the presentation precise. The presentation is in the format of PowerPoint slides. Each presentation may be followed by Q&A.

The presentation includes the following content:

a. Post the topic (**2 points**)

Notes: Each student is required to post the name of technology-related innovation on Moodle discussion forum **before** his or her presentation. As such, other students can always check the discussion forum to ensure their topics are new to the class (i.e. do not overlap with previous topics). Keep in mind that you cannot present a case of innovation that has been presented in this class.

b. Presentation content

- What is the technology-related innovation? And where do you find it? (**4 points**)

Notes: This innovation can be goods or services introduced within the past **one** year (cannot be longer than one year) or being developed (if so, it must be close to completion). If a student decides to pursue the latter, please make sure that you can obtain sufficient information about the innovation in progress to give the presentation. Please note that “technology” itself is a broad term, so students should not focus on only those products used on a daily basis, such as smartphone and TV. Innovation can be either tangible goods (e.g. vehicle and phone) or intangible service (e.g. telecommunication and mobile app). It can be in the B2C (for consumers) market or B2B market (for organizations). A good place to look for articles is the *Wall Street Journal*, *Business Week*, *Fortune*, *Forbes*, *New York Times - Technology Section*, any trade magazines from an industry you are interested in, and crowdfunding websites (e.g. kickstarter.com and indiegogo.com)

- How did (or will) the innovation impact the company (that develops it) and the industry? (**3 points**)

Notes: The impacts can be positive and/or negative, from various perspectives.

- How did (or will) the innovation impact its customers? (**3 points**)

Notes: If the innovation is in a B2C market, then customers are individual consumers; if it is in a B2B market, then customers are other companies. The impacts can be positive and/or negative.

c. Presentation style

- Slides readability (**2 points**)
- Logic flow and organization of the slides (**2 points**)
- Communication of the presenter (**4 points**)

d. Any additional information (optional)

6. Midterm and Final Exams

- Midterm Exam will cover content of Chapters 1-7, slides, and lecture content.
- Final Exam is not cumulative and it will cover all content taught after the midterm exam.

Severe illness or an unplanned emergency situation is the only legitimate reason for not taking a scheduled exam. Legitimate documentation of the emergency must be presented before a makeup exam will be considered. All makeup exams will be administered at the convenience of the instructor, and may be scheduled before the regular exam time. Work is not considered as an approved reason for absence in the exams. For more details, please refer to the section of Class Policies.

7. Case Studies

Assignments of case studies are teamwork. Each team will study two cases in this class. Each time, multiple cases will be given to the class, and each case can only be taken by one team (first come, first served). The grade is calculated based on two components: team grade and peer evaluation. Each student's grade = team grade * peer evaluation (%). For instance, if your team receives 35 (out of 40 points) for a case study and you receive 92% for peer evaluation, your individual grade is 32.2 (35*92%) out of 40 points.

Papers are not required for case studies. Each team is required to complete PowerPoint slides. Moreover, detailed explanations must be added in the notes section. Each team is required to submit the slides with notes to the instructor for grading. In general, the slides should be brief, but the notes section should include details, explanations, rationales, backgrounds, etc. The notes are considered as "written paper."

Each case will be presented to the class. Presentation is assessed by both the instructor and the class. Please refer to appendices for grading of peer evaluation and team presentation. **A student who misses his or her own presentation without an approved excuse will receive "0" for the presentation grade. When there are multiple presentation days, the class attendance is strictly required for all presentation days for each student. A student who misses a presentation day when he or she is not presenting without an approved excuse will receive only half of his or her presentation grade as penalty – even though he or she presents this project on a different day. In other words, attendance is required in all presentation days unless the excuse is approved by the office of Dean of Students. In addition, students are required to stay throughout the class. Leaving early without an approved excuse will be counted as missing class, and thus may result "0" or partial grade for presentation.**

Peer evaluation is used to prevent "free riding" in teamwork. A second technique may be used, too, when a given student's "free riding" behavior is severe. When a team attempts to communicate with a student who has not contributed to the team project, the communication needs to be, at least, emails, though other methods (e.g., phone call and text messages) may be used as additional communication tools within the team. In the email, the team needs to Cc the instructor. If there is no response from that student after one attempt of email communication (after a reasonable amount of time of waiting for response), the team may ask him or her to leave the team if all other team members vote for it. In such a case, this student will independently complete case studies and is not allowed to join other teams.

8. Extra credits

While students are expected to attend classes, attendance in a regular lecture is not checked. However, in any given day when the attendance rate is lower than 70%, the instructor will offer a 1-point extra credit (i.e., a quiz including two questions mainly based on lectures). The instructor will grade the quiz and students may or may not earn the credits, and thus students are recommended to listen to the lectures carefully. This extra-credit opportunity is given only in a regular class (e.g., class without quizzes, exams, etc.)

A second extra-credit opportunity is the voluntary, anonymous mid-term course evaluation. The instructor would like to hear from students about their evaluations and expectations in this course, so that the instructor can improve his teaching techniques, if needed, to fulfill student needs. Those who complete the mid-term course evaluation, designed as an online survey, will be given 2 points as extra credits. Please note that the mid-term course evaluation is only for the instructor in this course to help improve his teaching quality.

9. Posted Grades

All grades for course deliverables will be posted on Moodle in a timely manner. Students have 2

weeks to challenge a grade after it has been posted. When the two week period is over the professor will not revisit an assignment. **Do not e-mail requests for additional points unless there is an error in grading.** Keep in mind that **fairness** is the key for grading.

Grades are not 'given out' by the professor; they are 'earned' by the student. Make sure you 'earn' a grade that you can live with.

10. Class Policies

Class Attendance

- a. Attendance will be taken in the first and/or second classes. After that, attendance is not taken in a given regular lecture. A regular lecture is defined as a class with only the instructor's lecture without other required class activities, such as presentation, exam, quiz, etc. However, it likely proves very difficult to pass this class without attendance. This course is a mixture of lectures, class discussion, case study, presentations, quizzes, and exams. Students are responsible for everything that is discussed in class, taken up in class, or handed out in class. If you cannot be in a class, let the instructor know the reason for your absence before class begins.
- b. Although attendance is not taken in a given regular lecture, students are **required** to attend the class when a quiz, project, presentation, exam, meeting, and/or other required activities noticed by the office of Dean of Students. Any missed activities without an excuse approved by the office of Dean of Students will result in a loss of credits for class activities/assignments. Excused absence (see below) will result in make-up tests.
- c. Although attendance is not taken, students are **NOT** allowed to be late for any classes without an official excuse. Being punctual is required for class attendance. Arriving late or leaving early will disqualify a student from participating in any missed class activities (e.g., quiz and extra credits) and will also be counted as a "0".
- d. Excused Absences. Some absences may qualify as "Excused Absences", e.g., personal medical problems, family crises (e.g., family death and serious family illness), jury duty, court appearances, etc. Each Excused Absence must be reviewed and approved by the office of Dean of Students. Students must turn in the written document to the office of Dean of Students in advance or once he or she returns to the campus. In sum, proof of absences due to illness or family crises require documentation. (*Job/work vs. class attendance conflicts do not automatically qualify as an Excused Absence.*). Keep in mind that you **MUST** have documentation for an absence to be excused – calling the instructor's office and leaving a voice mail or emailing the instructor that you won't be in class is **NOT** considered as excused absence.
- e. For missed teamwork with excuse approved by the office of Dean of Students, the instructor will discuss with the individual and the team for makeup.
- f. A student who misses an exam will be given the exam before the scheduled exam date/time, unless noticed otherwise.

Moodle

This course uses **Moodle**. The professor will use Moodle to post narrations, files, forums, etc. Moodle is found at <http://moodle.njit.edu>.

Email and Announcements

Students are required to check their NJIT email and Moodle announcements (i.e. new forum) on a regular basis for class announcements. The instructor sends emails to students frequently for announcements, reminders, etc.

Overall Assignment Guidelines

Written work must be prepared in a professional manner. It is to be typed, with proper grammatical construction and correct spelling. The grade assigned to the work will reflect its analytical soundness. Written work must follow a reasonable outline, assumptions clearly stated, arguments carefully supported, and all secondary sources cited. Oral presentations must adhere to the same analytical criteria.

Communication

a. Teamwork (between students)

Teamwork is not an easy task. It requires students to adapt the team dynamics, build follow work relation with each other, follow the policies and rules, resolve issues in an effective and efficient way, etc. All requires successful communication and clarification.

b. Email Etiquette (to the instructor)

This is a business course and the expectation is that you will conform to appropriate business letter writing practice in all of your email to me. The following are the basics.

- Put the course name (e.g. MGMT 480) **AND** Section (001) in the subject line.
- Identify the subject of the e-mail with a brief but descriptive summary of the topic: include a proper salutation, and the assignment details such as the title, number, quiz, or exam.
- Proofread your e-mail for proper sentence structure, capitalization, spelling and punctuation.
- Conclude the e-mail message with a proper closing (e.g. Regards, Sincerely) and your full name.

c. Checking email

Each student should check his or her NJIT email account at least three times (in three different days) a week. The instructor sends emails to students frequently for class announcements, reminders, etc. Students will take own responsibility for any missing assignments due to not checking the email.

Academic Integrity

Learning is both an individual and a cooperative experience. Asking for and giving help freely in appropriate settings helps you learn. However, you should present only YOUR work as your own. University rules and standards define and prohibit “academic misconduct” by all members of the academic community including students. You are asked and expected to be familiar with these standards and abide by them. A link to the NJIT academic integrity policy can be found at: <http://www.njit.edu/academics/integrity.php>. Students are expected to be familiar with NJIT academic integrity. Any unethical behavior will be report to the office of Dean of Students and/or other relevant offices.

Classroom behavior

Students are expected to be respectful of one another and the professor in classroom discussions. The goal is to foster a learning environment where students feel comfortable discussing concepts and applying them in class. If for any reason your behavior is viewed as disruptive to the class, you will be asked to leave and you will be marked absent. **NO CELL PHONES** are allowed in class.

Final Comments

Students registered for this course assume full responsibility for reading and understanding the course administration as stated above.