

THE UNIVERSITY OF NORTH TEXAS
G. BRINT RYAN COLLEGE OF BUSINESS ADMINISTRATION

MGT 4335:001 – Technology & Innovation Management (Online)

Course Outline – Spring 2023 (January 17 – May 12)

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E-mail: [Manjula.Salimath \[at\] unt.edu](mailto:Manjula.Salimath[at]unt.edu) **Please use this for all communication**
Student Hours: By appointment with instructor via Zoom/teams/phone
Class Website: <https://canvas.unt.edu>

Contacting the Instructor: Please communicate via email (Manjula.Salimath@unt.edu). You must use “MGMT 4335” in the subject line of your emails at all times, so it does not go into junk mail. I check my email every day and will try my best to respond within 24 hours during weekdays. If you do not hear within that time, something has gone wrong with your email. So please call my office number (940-565-4937) and leave a message and I will try to get back to you in 24 hours. When you call, speak clearly and slowly. Please make sure you pronounce your first and last name, and explain the reason for your call. If you do not leave a clear message that can be easily understood, it may be difficult to respond to your needs appropriately or in a timely fashion.

Please be aware that communications sent during the weekend or holidays may take longer for a response. Remember that waiting until the last minute for queries indicates a lack of professionalism and discipline on your part – so kindly refrain from these situations. Observe self-discipline in your communication habits - always plan ahead in order to allow sufficient time for a response. You may also request an appointment to visit as needed. I am always happy to assist you with your class needs.

Teaching Assistant: There is no teaching assistant for this course. I read and grade all your work myself. You have my full and dedicated attention towards your learning goals in class.

Introduction:

This *senior* level course is designed to introduce the importance of technology and innovation management to businesses. In addition, the course takes a strategic approach to the management of technology and innovation. The core content of the course is organized in three broad sections. We will explore the unique industry dynamics of technological innovation. Next, we will focus on formulating a technological innovation strategy. The final part will allow students to learn about the implementation of technological innovation strategies. Classroom discussions will help you understand the relevant issues and challenges in the successful management of technology and innovation in a business setting. Applied exercises, cases and projects are intended to allow you to relate course content to real world

business scenarios. The course will be taught using a combination of readings, cases, discussions, exercises, videos, guest speakers (subject to availability), and applied projects.

Course Description:

MGMT 4335 - Technology and Innovation Management 3 hours

Examines frameworks and concepts to understand technology and innovation management in businesses. Topics may include areas such as technology entrepreneurship, product and process innovation, innovation process theories, etc. Main focus is on equipping students with the skills and ability to manage, develop and expand technological innovation. May include projects and applied exercises.

Prerequisite(s): None.

Course Objectives

Understand importance of technological innovation
Understand the industry dynamics of technological innovation
Understand factors affecting technology and innovation management
Formulate technological innovation strategy
Make decisions related to technological innovation
Implement technological innovation strategy

Required Text: *Strategic Management of Technological Innovation*, 2020. Schilling, Melissa A. Sixth Edition, McGraw Hill. ISBN-9781260087956 or MHID -1260087956
Text is available for purchase or rental in bound, loose leaf or eBook (Connect is not required)

Other readings, cases, articles, etc as assigned. Relevant research information, databases, tutorials, are available via UNT libraries. Course website is located on Canvas – which you *must* check periodically for updates, notices, changes, etc.

Important: This course is web based and is delivered online 100%. Please note that this is **not** a correspondence course. It is not a self-paced course either. Rather, it is a regular course which is delivered online for your commuting convenience. Hence it has specific requirements, activities, and deliverables that have to be completed on schedule throughout the semester in a timely manner. If you are unable to fulfill these expectations or meet deadlines due to family, work or other commitments, please make other enrollment arrangements. To succeed in this class you must consistently perform well in all components.

Other Class Guidelines and Policies:

In class, be responsible, eager and motivated to enhance your learning experience.

Be proactive in your learning. If you do not understand something, please ask.

Share and discuss your experiences with technology and innovation management.

Be respectful of others - - observe netiquette practices.

Do not plagiarize or copy – this is an automatic fail and other consequences will follow.

If you have special needs or need accommodation for disabilities, please let me know.

Late assignments will not be accepted, and no make up tests are given.

Always check Canvas for announcements, and updates.

If you are unable to take a test due to university approved absences, please provide the instructor with a certificate of absence from the Dean of Students so you can be accommodated.

Disruptive behavior online or other media is not allowed, and is subject to severe penalty.

Professional and courteous behavior is expected at all times, and in all forms of interaction. The student code of conduct is in effect at all times. A failure to observe these expectations may result in disciplinary action as per University guidelines.

If you need extra help, please do not wait until the last minute to seek help. Make sure you seek assistance well in advance (minimum of a week earlier, more for complex tasks).

Sundown Rule: You have one week after grades are posted for grade inquiries.

If you engage in academic dishonesty (plagiarism or cheating) related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. In addition, the case may be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating. See <http://vpaa.unt.edu/academic-integrity.htm> for more details. Turnitin may be used as needed.

The Student Perceptions of Teaching (SPOT) is required for all organized classes at UNT. This short survey will be available to you at the end of the semester. I consider your participation in the SPOT to be an integral part of the course. Students may access the SPOT at <https://Eagle Connect.edu> and selecting the SPOT banner.

Acceptable Student Behavior: Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr

Important Notice for F-1 Students:

There is no required on-campus experiential component for this course. To comply with immigration regulations, however, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification.

Extra Credit: There are no extra credits or bonus points in this course

Students with Disabilities: The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disabilities. If you have an established disability as defined in the Americans with Disabilities Act, are registered with the UNT Office of Disability Accommodation (ODA, Tel. # 940-565-4323), and would like to request accommodation, please contact the instructor. Please notify the instructor on the first day of class to request an accommodation.

GRADED COMPONENTS

QFDs: Questions for Discussion will be available for each chapter. These consist of questions posted by me on chapter topics. You will be required to post one original post answering all my questions, as well as one reply to another classmate's post. Both posts are needed to get a grade. Doing only one per chapter will give you a grade of zero. QFDs will be locked after the due date. You must be present in class to participate. They must reflect deep thought and careful analysis of the chapter material to be graded. There are 13 chapters, so there are 13 QFDs. Twelve QFDs will count, and the lowest score is dropped if all 13 QFDs are completed. These are an important part of the course, and a failure to perform satisfactorily on any five of them (receiving a grade of 2.9 or below), or missing 5 or more QFDs will result in a Fail in the course.

Optional Comprehensive Final: To assist students who have performed poorly on any one of the three tests, such that they have earned a failing score (below 60%), I have an optional comprehensive exam available for students in good standing, who have followed all guidelines, completed all student check ins, and maintained courteous and respectful interactions in all forums. If eligible, student should submit a request to take this option, and if approved, student may be allowed to benefit from this opportunity. This exam is comprehensive, covering all chapters, and is capped at 60%. That is, the optional final exam can replace any one test score up to a max of 60%. It is therefore in your best interest to do well in the regular tests, and to maintain good standing in the course. The optional final is not a "right" but a privilege offered at the discretion of the instructor. All requests should be submitted in writing, a week prior to the scheduled Final.

Exams: There will be three exams. Each exam (1 & 2 & 3) is worth 100 points. The tests will cover chapter and course material as specified. Questions may be multiple choice or essay format or hybrid.

Any test missed due to proven University excused absence, should be taken ASAP by the end of that week, if requested and approved. *Please note that this contingency is for missed tests only.* They are not intended for repeat attempts to better your scores.

Proactive Student Check ins: This is an opportunity to reach out to connect with the instructor and get doubts clarified. It typically consists of a 10–15-minute phone/zoom appointment to help with your learning goals. It will be at a mutually convenient time. Though not a graded activity, taking the initiative to contact the instructor is encouraged, and can promote a greater intellectual rapport and ease in the online classroom.

PERFORMANCE EVALUATION AND GRADING:

Your grade in this course is determined by **your** performance on various class components such as tests, cases, projects and your participation in class activities. Details will be provided in class. No curves are added. The distribution of points and letter grades is as follows:

Tech Cases 2@ 20	40 points
Tests 3 @100	300 points
QFDs (12x5)	60 points
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Max points available	400 points

Letter Grade Equivalent	
<u>Total Points</u>	<u>Grade</u>
360 to 400	A
320 to 359	B
280 to 319	C
240 to 279	D
239 or below	F

*There are 13 QFDs available for the 13 chapters. Your best scores on 12 QFDs will count. Lowest score on one QFD will be dropped, if all 13 QFDs are completed. Optional Final (if eligible and with permission) replaces any one failing test score upto a maximum of 60%. Remember, this is to assist students recover from one failing grade, but is capped at 60%.

If you continue in this class it means you understand my grading policy. Please do not disrespect yourself by trying to negotiate grade changes, or making excuses for not earning the letter grade you desire. It is unfair to other students who have earned the needed points.

Student Help Desk. Please familiarize yourself with all pertinent information regarding Canvas Exams/Quizzes under your course's Login Page and your course's Homepage. Do not contact me with technical issues – I cannot help with that. For technical issues, please contact Student Help Desk (telephone # is: (940) 565-2324; <https://it.unt.edu/helpdesk>) during their working hours.

Course Outline – Spring 2023*

Week	Date	Topic	Reading/Assignment
1	Jan 17	Overview	Course info, Introductions
2	24	Importance of Technological Innovation Sources of Innovation	Chapter 1, QFD Chapter 2, QFD
3	31	Types and Patterns of Innovation Standards Battles, Modularity and Platform Competition	Chapter 3, QFD Chapter 4, QFD
4	Feb 7	Tech Case	Due: <i>Tech Case 1</i>
5	14	Test 1	<i>(Test over Chapters 1-4)</i>
6	21	Timing of Entry Defining the Organization's Strategic Direction	Chapter 5, QFD Chapter 6, QFD
7	28	Choosing Innovation Projects Protecting Innovation	Chapter 7, QFD Chapter 9, QFD
8	Mar 7	Tech Case	Due: <i>Tech Case 2</i> <i>Spring Break Mar 13-18</i>

March 13-18 No classes, UNT closed for spring break

Week	Date	Topic	Reading/Assignment
9	21	Test 2	<i>(Test over Chapters 5-7, 9)</i>
10	28	Collaboration Strategies	Chapter 8, QFD
11	Apr 4	Organizing for Innovation	Chapter 10, QFD
12	11	Managing the New Product Development Process	Chapter 11, QFD
13	18	Managing New Product Development Teams	Chapter 12, QFD
14	25	Crafting a Deployment Strategy	Chapter 13, QFD
15	May 2	Test 3	<i>(Test over Chapters 8, 10-13)</i>
16	9	Finals week	Comprehensive Final (optional, with approval only)

*Note: While every attempt will be made to follow the schedule, some changes may occur. Adjustments may be necessary to accommodate contingencies, weather closures, etc. It is your responsibility to be aware of any changes to the schedule. Details on various assignments will be available to enrolled students during the semester.

Course Calendar Spring 2023* (Jan 17-May 12)

Tuesday	Tuesday	Tuesday	Tuesday
<i>Jan 17</i> Overview, introductions	<i>Jan 24</i> QFD 1,2 due @ 8pm	<i>Jan 31</i> QFD 3,4 due @ 8pm	<i>Feb 7</i> Tech Case 1 due @ 8pm
Tuesday	Tuesday	Tuesday	Tuesday
<i>Feb 14</i> Test 1 available 8am-8pm	<i>Feb 21</i> QFD 5, 6 due @ 8pm	<i>Feb 28</i> QFD 7, 9 due @ 8pm	<i>Mar 7</i> Tech Case 2 due @ 8pm <i>Spring Break Mar 13-18</i>
Tuesday	Tuesday	Tuesday	Tuesday
<i>Mar 21</i> Test 2 available 8am-8pm	<i>Mar 28</i> QFD 8 due @ 8pm	<i>Apr 4</i> QFD 10 due @ 8pm	<i>Apr 11</i> QFD 11 due @ 8pm
Tuesday	Tuesday	Tuesday	Tuesday
<i>Apr 18</i> QFD 12 due @ 8pm	<i>Apr 25</i> QFD 13 due @ 8pm	<i>May 2</i> Test 3 available 8am-8pm	<i>May 9</i> Comprehensive Final Exam due @ 8pm (With permission, optional)

Note: QFDs are released a week prior to when they are due. QFDs are locked after due date and cannot be made up if missed. **An easy way to keep track is to just remember 8 O'clock Tuesdays for your deliverables.** All material is released at 8am, and everything due at 8pm. Simple and easy to remember!

Please cut and stick this note next to your computer so you have this handy if needed:

UNT Student Help Desk Email: helpdesk@unt.edu Phone: 940.565.2324.

Location: [Sage Hall, Room 330D](#).

For additional information about the Student Help Desk or for support hours, visit: [Help Desk \(https://it.unt.edu/helpdesk\)](#).

If you face tech issues, please get a ticket # from helpdesk and communicate the same to me. I will investigate it and decide what next steps (if any) are feasible.

Course related Questions or Concerns: Oftentimes, students have the same questions. If I see a trend in the way e-mail questions are headed, I may address them as one post to the class on the course announcement, or email. If you have questions that pertain only to your unique situation, such as a query about your grade, etc. please send a **private** email to me, using appropriate subject line (e.g., MGMT 4335: request for alternate exam).

Course Lessons: There are 13 Lessons in this course. Each Lesson contains a chapter from our textbook, course overview & learning objectives, chapter outline, power point slides summarizing the chapter's examples, and chapter Questions for Discussion.

Chapter readings are closely aligned with lesson content and assignments. Please read the assigned chapters before or as you complete the related lessons and assignments. You will have to spend considerable time reading and understanding the material. The text is your major guide through the material. In online classes, you will have to set aside time to work through the chapters (there is no face-to-face lecture as in traditional classes at a set time each week). In regular classes, learning occurs in a variety of ways – through lecture, class interaction, hallway conversations, etc. This component must be made up by your individual time investment for each lesson. The additional readings and QFDs are intended to substantiate some elements of interaction and discussion and are also intended to allow you to pace your learning through the textbook. To aid your learning experience, I will provide PowerPoint slides for each chapter. Note that these are to be used as supplements to your textbook and are meant to give you other mediums and frameworks (such as visual slides, text bullet points, etc.) to organize the content that is covered in the textbook and help you with your learning.

CA (Course Announcements): The Course Announcements (CA) that is accessible from your course's Home Page provides official bulletins and announcements by the instructor. CA also serves to provide information about course procedures and course issues. Since CA is an "official site" within Canvas and part of the course, you are responsible for knowing what is in each CA, and meeting expectations.

Time Zone Question: The UNT Server Clock rules on all Canvas time issues. Wherever you are in the world, you can get into this course, click on exams, and find out what time it is on the UNT server clock. I might add that you have to reload a page to get a time update.

Missed Exams Policy: Experience with hundreds of students proves to me that it is best for your success in this course to take each exam in its normal scheduled day and time. **If you must miss a regularly scheduled exam, please take the following two steps:** 1. write me an e-mail explanation prior to the exam day/time or immediately after the un-planned event that prevented you from taking the regularly scheduled exam along with a request for the alternate time and 2. take the *Exam you missed* during the alternate time set by your instructor.

Duration, Beginning, Finishing The maximum time allowed for Exam 1, 2 and 3 is 40 minutes. No answer will be allowed after this time allocation has expired. Only one (1) exam attempt is allowed. Your completion time is measured from when you click "Begin Quiz" to when you click "Finish". In the past, students have completed the test in ~20 minutes,

however I am allocating more time. You must ensure that you have uninterrupted access to the internet to complete all your exams. For example, if you accidentally kick the wires off and lose connection, you may not be able to get back into the test, and the clock keeps ticking. So please avoid such unfortunate situations.

Research involving thousands of students in online courses over many years indicates that the allotted time is more than enough time to answer examination questions in this course if you know the material. To do well in this course, you **should** know and understand the **content**. *If you do not know the material, no amount of examination time will be enough.*

Availability For regular exams there is about a 12 hour pick up window for your convenience, typically 8am-8pm. You can start your exam anytime in the "access window" (8am-8pm on the date assigned) but make sure you have budgeted time to complete. I strongly suggest that you start at the earliest available time to ensure you can successfully complete the exam during the access window.

Coverage/Format: At a minimum, exams will cover the applicable text chapters outlined in the syllabus, and other reading material discussed or provided during the course. The format is usually objective type, fill in the blanks, open ended or multiple-choice questions.

Exam Instructions: Read all exam instructions carefully and select the best answer. You are responsible for following all exam instructions and directions.

Question Delivery: Questions are randomly drawn from the exam question inventory. As such and except be pure chance, the questions may NOT be presented in Chapter sequence. Expect questions delivered one question at a time, usually in a randomized manner, with no backtracking. You may not be able to return to any question to change the answer. So, make sure you check to see if you have marked your answers carefully. If you skip a question, you may not be able to return or revisit. Each question is presented only once to each student, so answer it well. Important details (for example, number of attempts, duration, delivery, etc.) will be provided for each exam. Be aware of expectations, and plan accordingly. Be aware that students sitting side-by-side at different computers will receive questions in a different sequence. Any changes to format or delivery will be specified in exam instructions.

All Exams are closed book. You are on your honor to NOT USE any other individual or source during the exam or "look up answers" You must be **prepared** and know the material well enough to answer the questions promptly to be able to complete the exam within the time limit. Recommend having peace, quietness and no distractions in your surroundings as you take the exam.

Canvas Student Help Desk: Please familiarize yourself with all pertinent information regarding Canvas Exams/Quizzes located at your course Login Page and your course Homepage. Canvas Student Help Desk telephone number is: (940) 565-2324. Do not contact me with technical issues – I am unable to help you with it.

Exam Scores Not Immediately Released: Your score will NOT be released until (1) the availability period has ended, (2) all your videos are scrutinized, (3) all your questions have been graded, (4) security and other test parameters are not compromised, and (4) the instructor has reviewed all frequently missed questions and provided any "adjustment" if needed, in final score for the class as a whole. Hence, release of exam scores usually occurs within a week after the access window closes, under normal conditions. In the highly unlikely event that test security is compromised, the instructor reserves the right to take appropriate follow up measures.

Questions/Answers Not Returned: Exam questions, answers, missed questions, correct answers, etc. will NOT be returned to maintain test security. If you wish to go over your exam, request an appointment with the instructor. The instructor will arrange a conference time for you to review your exam. All queries related to exams must be made within **7 days** (sun down rule) from the date the test is administered.

If you drop the course, current university guidelines may apply for assigned course grade

FAQs: Here are some frequently asked questions and answers.

I spend a lot of time on QFDs, why are they not worth more points each?

Answer: The QFDs are primarily designed to keep you on track with material and ensure that the class is engaged in discussion. It is the online equivalent of "active" classroom attendance.

What if I don't have a computer with webcam on test days? *You may try to check out a laptop from the library or arrange to take your test at the testing center by making reservations in advance.*

What software will I need? *Microsoft Office Suite[®] and Adobe PDF Reader are the official software packages for this class. You are enrolled in a College of Business class therefore, you may obtain a free-of-charge copy at <https://cob.unt.edu/students/microsoft-campus-licensing-agreement>. Do not submit work in Pages[®], Word Perfect[®], or Google Docs[®].*

You will also need access to a Windows or Apple compatible PC/ Tablet/ Smartphone connected to an electrical source and the Internet. UNT laptops may be checked out from the library if needed (check with libraries for any changes). Campus access labs are also fully equipped but must be scheduled in advance if you plan to take your tests there

UNT Tech issues/Canvas Outage: If unexpected server outages or unusual technical issues at UNT prevents students from completing a time sensitive assessment activity, please alert the instructor, who will provide an appropriate accommodation based on the situation.

Library Information for Spring 2023: All the College of Business textbook reserves are now at the Sycamore Library Students can enter through the main entrance of Sycamore Hall on the first floor of the building (on the side facing the Life Sciences Complex). Check UNT

libraries website for hours & updates or call (940-565-2411). Note: Refer to the UNT libraries website for holidays or exceptions. Library hours are subject to change without notice, so please double check prior to making plans to research projects individually or with your teams in the library.

KEY REGISTRAR DATES Full Spring Semester – (Jan 17 – May 12, 2023)

Regular Registration Ends	Jan 12, 2023
Full Semester & 8WK1 registration ends at 5:30 p.m. and Tuition and Fees due by 6 p.m. 8WK2 registration ends at 11:30 a.m. and Tuition and Fees due by 12 p.m. See Student Accounting for payment deadlines.	
Late Registration Begins—For students not Registered for the Term	Jan 13-20, 2023
Students registering late will incur a late registration fee of \$75. See Student Accounting for payment deadlines. Full Semester & 8WK1 registration ends at 4:30 p.m. and Tuition and Fees due by 5 p.m. 8WK2 Tuition and Fees are due by 5 p.m. on the same day as class registration.	
Last Day to Withdrawal from Entire Term on myUNT	Jan 16, 2023
Courses do not appear on the transcript. After this date, see Dean of Students to withdrawal from the entire term.	
Martin Luther King Jr. Holiday—University Closed	Jan 16, 2023
Classes Begin	Jan 17, 2023
Last Day to Add a Class Section	Jan 20, 2023
Registered & Tuition and Fees Paid by 5 p.m. See Student Accounting for payment deadlines.	
Census—Official Enrollment Determined	Jan 30, 2023
Last day to drop a course section to no longer appear on the official transcript. (<i>Dropping courses may impact financial aid and degree completion. See advisors.</i>)	
Drop with a Grade of W Begins	Jan 31, 2023
Beginning this date, students can drop a course with a grade of W. The course appears on the transcript with a grade of W and tuition and fees remain. (<i>Dropping courses may impact financial aid and degree completion. See advisors.</i>)	
Last day to change to pass/no pass grade option (undergrads)	Feb 24, 2023
Midpoint of the Semester	Mar 10, 2023
Spring Break	Mar 13-18, 2023
Last day for a student to drop a course or all courses with a grade of W	Apr 7, 2023
First day to request a grade of Incomplete	Apr 8, 2023
Pre-Finals Days	May 3-4, 2023
Last Regular Class Meeting	May 4, 2023
Reading Day—No Classes	May 5, 2023
Final Exams	May 8-12, 2023
Last Day of Session	May 12, 2023
University Grade Submission Deadline 4 p.m.	May 15, 2023
Last day of Spring Term is May 12.	
Grades/Academic Standing posted on the Official Transcript 6 p.m.	May 17, 2023

Note: Students seeking accommodation must first register with the Office of Disability Access (ODA) and if approved, submit a letter of accommodation to the instructor. Please notify the instructor on the first day of class to request approved accommodation. *Throughout the semester, send a courtesy advance notice at least a week prior to each activity for which accommodation is requested, to ensure sufficient time is available to the instructor to make necessary arrangements.*