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

MGT 4335:401 – Technology & Innovation Management (Online)

Course Outline – Fall 2026 (Aug 17 – Dec 11, 2026)

Professor: Niloufar Safdarianghomsheh
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Please use this for all communication

Student Hours: By appointment with instructor via Zoom/Teams
Class Website: https://canvas.unt.edu

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Contacting the Instructor:
Please communicate via email (Niloufar.Safdarianghomsheh@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. You are also welcome to request an appointment to visit at a mutually convenient time - I am always happy to assist you with your class needs.

Please be aware that communications sent during the weekend or holidays may take longer for a response. Observe self-discipline in your communication habits - always plan ahead in order to allow sufficient time for a response. Waiting until the last minute for queries indicates a lack of professionalism and discipline on your part, so kindly refrain from these situations.

Know that I read and grade all your work. You have my full and dedicated attention towards your learning goals in class. If (at all) a teaching assistant is assigned, you will be informed.

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, 7th Edition, 2023, McGraw Hill. ISBN10: 126408093X | ISBN13: 9781264080939
Text is available for purchase or rental in print 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. To succeed in this class, you must consistently perform well in <u>all</u> 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 - - <u>observe netiquette practices</u>.
Do not plagiarize or copy – this is an automatic fail and other consequences will follow.

If you have special needs/require accommodation for disabilities, please let me know.

<u>Late assignments will not be accepted, and no make up tests are given.</u>

<u>*Always* check Canvas for announcements, and updates</u>.

Queries should be sent a day after receiving grades – not immediately, so as to give yourself time to review, reflect and understand the difference between your attempt and expectations.

If you miss a test due to university approved absences, please provide the instructor with a certificate of absence from the Dean of Students so you may 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 zero 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, and reported to the concerned UNT office. 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 https://vpaa.unt.edu/ss/integrity/index.html 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 at https://Eagle Connect.edu. I consider your participation in the SPOT to be an integral part of the course.

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 https://policy.unt.edu/policy/07-012

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: Occasionally, opportunities for extra credit may arise (research participation, etc.) but is not guaranteed. If any extra credit/bonus points become available, you will be informed.

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 are registered with the UNT Office of Disability Accommodation (ODA, Tel. # 940-565-4323), please notify the instructor on the first day of class to request your approved 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 order to participate. Answers should reflect deep thought and careful analysis of the chapter material. 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 lower your score by one letter grade in the course.

Optional Comprehensive Final: This is essentially a safety net to assist students who have performed poorly on any one of the three tests (failing score below 60%). The optional final exam may replace any one test score up to a max of 60%. Eligible students in good standing, and demonstrated courteous and respectful interactions in all forums, may request this option. This exam is comprehensive, covering all chapters, and is capped at 60%. It is therefore in your best interest to do well in the regular tests, and to maintain good standing in the course. Submit requests a week prior to the scheduled Final, to allow time to set up the exam.

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 Zoom/Teams 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, confidence 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. No exceptions are made, so do not ask. It is based on a point system, not percentage. 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
Max points available	**400 points**

Letter Grade Equivalent

Total Points	**Grade**
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 up to a maximum of 60%. Remember, this is to assist students recover from one failing test grade, and is capped at 60%. It is not intended for repeated test attempts.

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 – as 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.

Unauthorized Assistance: All class efforts must stem from the student and based on permissible resources. Use of aids such as artificial intelligence are not authorized. Failure to follow expectations may lead to dismissal, failure or expulsion based on class and university policies. If you are unsure about whether a resource is allowed, please ask.

AI Policy: The intention is encourage you to engage intellectually with the course and enhance your own capacities for writing and critical thought, hence the use of Generative AI (GenAI) tools [e.g., Claude, ChatGPT, Gemini, etc] is not permitted. Though these tools may have a role in other contexts, they run counter to our goal of enhancing your independent thinking. Using GenAI to complete any part of an assignment, exam, or coursework will be considered a violation of academic integrity, as it prevents the development of your own thoughts, and will be addressed according to the Student Academic Integrity policy**.** Additionally, tools like Grammarly, predictive text, speech-to-text, translation tools, etc. are not allowed as they blur authorship and misrepresent your independent work. All work during the semester must be your own!

Course Outline – Fall 2026*

Week	Date	Topic	Reading/Assignment
1	Aug 17	Overview	Course info, Introductions Get your text book
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	Sept 8	**Tech Case**	*Due: Tech Case 1* ***Sept 7th Labor Day holiday***
5	14	**Test 1**	*(Test over Chapters 1-4)*
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	Oct 5	Collaboration Strategies	Chapter 8, QFD
9	12	**Tech Case**	*Due: Tech Case 2*

Week	Date	Topic	Reading/Assignment
10	19	**Test 2**	*(Test over Chapters 5-7, 9)*
11	26	Organizing for Innovation	Chapter 10, QFD
12	Nov 2	Managing the New Product Development Process	Chapter 11, QFD
13	9	Managing New Product Development Teams Crafting a Deployment Strategy	Chapter 12, QFD Chapter 13, QFD
14	16	**Test 3**	*(Test over Chapters 8, 10-13)*
15	23	Thanksgiving Break	No class (Nov 23-29)
16	30	Contingency	TBD
-	Dec 7	Comprehensive Final	(All chapters, 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. If any typos, please alert me.

Recommended: Please try to complete posting QFDs by Friday, so in case of any contingencies, you still have a few days available to meet the Monday deadline.

Course Calendar Fall 2026* (Aug 17 – Dec 11)

Monday	Monday	Monday	Tuesday
Aug 17 Overview, introductions	*Aug 24* QFD 1,2 due @ 11:59pm	*Aug 31* QFD 3,4 due @ 11:59pm	*Sep 8* **Tech Case 1** due @11:59pm ***Sep 7th Labor Day holiday***
Monday	**Monday**	**Monday**	**Monday**
Sept 14 **Test 1** available Fri 11:59pm-Mon 11:59pm	*Sept 21* QFD 5, 6 due @ 11:59pm	*Sept 28* QFD 7, 9 due @ 11:59pm	*Oct 5* QFD 8 due @ 11:59pm
Monday	**Monday**	**Monday**	**Monday**
Oct 12 **Tech Case 2** due @ 11:59pm	*Oct 19* **Test 2** available Fri 11:59pm-Mon 11:59pm	*Oct 26* QFD 10 due @ 11:59pm	*Nov 2* QFD 11 due @ 11:59pm
Monday	**Monday**	**Monday**	**Monday**
Nov 9 QFD 12 & 13 due @ 11:59pm	*Nov 16* **Test 3** available Fri 11:59pm -Mon 11:59pm	*Nov 30* Contingency TBD	Dec 7 Comprehensive Final Exam available Fri 11:59pm-Mon 11:59pm (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 midnight Mondays for your deliverables. All material is released at 8am, and everything is due at 11.59pm. Simple and easy to remember! (Only exception is Sept 7th, due to Labor day holiday). Tests are available for a 72-hour period.**

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, remember there is a process to follow: Please get a ticket # from helpdesk and communicate the same to me. Following investigation, I can let you know what next steps (if any) are feasible in this situation.

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. Theadditional 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: My experience with thousands of students indicates 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". As a reference, prior students typically completed the test in ~20 minutes. 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**.**

To do well in this course, you should know and **understand** the content. The allotted time is more than sufficient to answer test questions if you know the material. *If you are unsure of the material, no amount of examination time will be enough.*

Availability For regular exams there is about a 72 hour pick up window for your convenience, typically Friday 11:59pm-Monday 11:59pm. You can start your exam anytime in the "access window" (11:59pm-11:59pm on the dates 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, and avoid last minute issues.

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.
Be aware that students sitting side-by-side at different computers will receive questions in a different sequence. Make sure to check and verify that you have marked your answers carefully. Important details (for example, number of attempts, duration, delivery, etc.) will be provided for each exam. Understand expectations, and plan accordingly. 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 allotted. Recommend having peace, quietness, without distractions in your surroundings as you take the exam. You will need a computer with a webcam for taking tests.

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 – as much as I would like to, I am simply 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**.** So please be patient. In the 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 grade is posted.

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?
Answer: *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?
Answer: *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 (check updates). 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

Mac and Apple users will need to download the Respondus Lockdown browser from the Apple Store for test taking purposes.

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 may provide an appropriate accommodation based on the situation.

Library Information for Fall 2026: 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 Fall 2026– (Aug 17 – Dec 11, 2026)

Academic Calendar is subject to change

Key Semester Dates	Full Semester Jan 12-May 8
Schedule of Classes Available on myUNT	March 9
Registration Opens for specifics by student group/class: https://registrar.unt.edu/when-can-i-register	March 16
Regular Registration Ends	Aug 13
Late Registration - For Students not Registered for the Term Students registering late will incur a late registration fee of $75.	Aug 14-21
Last Day to Withdraw from Entire Term on myUNT Courses do not appear on the transcript. After this date see Dean of Students to withdraw from the entire term.	Aug 16
Classes Begin	Aug 17
Last Day to Add a Class or Swam Sections A swap is switching sections of the same course in the same session.	Aug 21
Last day to drop a course section without a W (Cenus) Courses dropped before this date will not appear on official transcript. *(Dropping courses may impact financial aid and degree completion. See advisors.)*	Aug 28
Drop with a Grade of W Begins Course appears on the transcript with a grade of W and tuition and fees remain. *(Dropping courses may impact financial aid and degree completion. See advisors.)*	Aug 29
Last day to change to pass/no pass grade option (undergrads)	Sept 25
Midpoint of the semester	Oct 9
Last day for a student to drop a course or all courses with a grade of W	Nov 6
First day to request a grade of Incomplete	Nov 7
Pre-Finals Days	Dec 2-3
Last Regular Class Meeting	Dec 3
Reading Day - No Classes	Dec 4
Final Exams	Dec 7-11
Last Day of Session	Dec 11
University Grade Submission Deadline 4pm	Dec 14
Grades/Academic Standing posted on the Official Transcript	Dec 16

Please double check the above with the registrar's website for accuracy, updates or changes.

Note: Students seeking accommodation must first register with the Office of Disability Access (ODA) and 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*. Students are responsible for communicating with the instructor for accommodations.

Looking forward to a great semester! Congratulations to our graduating seniors.