**Strategic Management of Technological Innovation**

**MASY1-GC 3310** | **106** | **Fall 2024 | 09/03/2024 – 12/10/2024 | 3 Credits**

**Modality:** In-person

**Course Site URL:** <https://brightspace.nyu.edu/>

**General Course Information**

**Name/Title:** Alexander Grijalva, Adjunct Instructor

**NYU Email:** ag2722@nyu.edu

**Class Meeting Schedule:** 09/03/2024 – 12/10/2024 | Tuesday | 06:20 pm – 08:55 pm

**Class Location:** TBD

**Office Hours:** Office hours will be held via Zoom and scheduled at a mutually convenient time, including evenings and weekends.

**Description**

This course prepares students to meet the demands of strategic planning in a technology-driven organization. It addresses optimizing the R&D (Research and Development) cycle, smooth transition from design to production, innovation streams, and integration of technology with business strategy. Focusing on case studies, students learn real-world technology decision-making strategies, including allocation of resources, managing complex technology initiatives, and management of technology teams. The course examines the role technological innovations play in the competitive dynamics of industries and the use of metrics to evaluate new product effectiveness and innovation performance. Students create individual proposals for applications of technological innovations to address business needs.

**Prerequisites**

N/A

**Learning Outcomes**

At the conclusion of this course, students will be able to:

* Apply innovation concepts to the management of technological innovation
* Apply analysis tools to determine the success potential of applying an innovation
* Apply an emerging technology to create economic benefit for an organization
* Design intellectual property protection strategies for the created innovations Create metrics to increase the success rate of technological innovation application projects

**Communication Methods**

Be sure to turn on your [NYU Brightspace notifications](https://www.nyu.edu/servicelink/KB0018507) and frequently check the “Announcements” section of the course site. This will be the primary method I use to communicate information critical to your success in the course. To contact me, send me an email. I will respond within 24 hours. All email communications **MUST** be sent from an NYU email account.

**Structure | Method | Modality**

There are 14 session topics in this course. Active learning experiences and small group projects are key components of the course. Assignments, papers, and exams will be based on course materials (e.g., readings, videos), lectures, and class discussions.

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**Expectations**

Learning Environment

You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course, and enrich our learning community.

Participation

You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class.

Assignments and Deadlines

Please submit all assignments to the appropriate section of the course site in [NYU Brightspace](https://brightspace.nyu.edu/). If you require assistance, please contact me BEFORE the due date.

Course Technology Use

We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students.

**Generative AI Use**

Generative AI is a tool. Overreliance on AI, as with any technology, can hinder independent and critical thinking and creativity. You are allowed to use generative AI tools for assignments or activities. For example, you can use generative AI tools for research, to help you with a writing assignment. However, assignments cannot be wholly created with AI. It should not exceed 25% of the overall work, and you must identify the portions where you used AI tools and describe how you used them (refer to APA’s [guidance](https://apastyle.apa.org/blog/how-to-cite-chatgpt) on how to cite ChatGPT and NYU’s citation [guide](https://guides.nyu.edu/citations)). Note that you are responsible for all parts of an assignment; if an AI tool provides incorrect information, it is your responsibility to find and fix the error before submitting. If you are unsure if your utilization of generative AI is acceptable for an assignment, ask me.

Feedback and Viewing Grades

I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

Attendance

I expect you to attend all class sessions. Excused absences should be requested and are granted in cases of documented serious illness, family emergency, religious observance, or civic obligation. Requests for religious observance or civic obligation should be made in advance.

Students are responsible for completing assignments given during any absence.

Excessive absences may adversely affect your grade.

Refer to the [SPS Policies and Procedures page](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html) for additional information about attendance.

**Textbooks and Course Materials**

* Schilling, M.A. (2023). Strategic Management of Technological Innovation, 7th edition. ISBN10: 126408093X | ISBN13: 9781264080939. The [eBook](https://www.mheducation.com/highered/product/strategic-management-technological-innovation-schilling/M9781264080939.html) can be rented for 180 days directly from McGraw Hill.

**Grading | Assessment**

Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade.

All written assignments are to be completed using APA format and must be typed and double-spaced. NYU Libraries has [APA](https://guides.nyu.edu/citations/apa) guidance, and both Google Docs and MS Word have APA templates. Grammar, punctuation, and spelling will be considered in grading if failure in any of those areas affect the clarity of your work. Please carefully proof-read your written assignments before submitting them for a grade. You may use generative AI to help you with writing assignments (as you would a dictionary, thesaurus, or style guide), but you may not use generative AI tools to write your assignment for you. It will be evident to me if your written assignment was created by generative AI.

I will update the grades on the course site each time a grading session has been completed— typically three (3) days following the completion of an activity.

DESCRIPTION PERCENTAGE

Assigned Activities 20%

Quizzes 20%

Research Paper 10%

Midterm Exam 25%

Final Exam 25%

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TOTAL POSSIBLE 100%

See the [“Grades” section of Academic Policies](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html#Graduate1) for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.

**NYU SPS Graduate Grading Scale**

|  |  |  |  |
| --- | --- | --- | --- |
| **A** | 95-100 | 4.000 | **Exceptional:** Demonstrates exceptional mastery of all learning outcomes of the course and thorough and complete understanding of all concepts. |
| **A-** | 90-94 | 3.667 | **Excellent:** Demonstrates highly competent mastery of all learning outcomes of the course and strong understanding of all concepts. |
| **B+** | 87-89 | 3.333 | **Very Good; exceeds course standards:** Demonstrates mastery of all learning outcomes of the course and understanding of core concepts. |
| **B** | 83-86 | 3.000 | **Good; meets course standards:** Demonstrates mastery of some learning outcomes; understanding of some core concepts could be improved. |
| **B-** | 80-82 | 2.667 | **Somewhat Satisfactory;** meets some course standards and requires improvement: Demonstrates basic understanding of some learning outcomes; improved understanding of all core concepts is needed. |
| **C+** | 77-79 | 2.333 | **Less than Satisfactory; requires significant improvement:** Demonstrates partial understanding of all learning outcomes and core concepts; requires significant improvement. |
| **C** | 73-76 | 2.000 | **Unsatisfactory; requires substantial improvement:** Demonstrates partial understanding of some learning outcomes and core concepts; requires substantial improvement. |
| **C-** | 70-72 | 1.667 | **Unsatisfactory; requires extensive improvement:** Demonstrates poor understanding of all learning outcomes and core concepts; requires extensive improvement. |
| **F** | Below 70 |  | **Fail:** Demonstrates minimal to no understanding of all key learning outcomes and core concepts; work is unworthy of course credit towards the degree. |
| **P** |  |  | **Passing:** If a Pass/Fail grade is allowed, the choice of pass/fail must be made prior to the completion of the fifth week of the term. |

**Course Outline**

**Start/End Dates:** 09/03/2024 – 12/10/2024

**Time:** 06:20pm – 08:55pm

**No Class Date(s):** Tuesday – 10/15/2024

**Special Notes:** N/A

**Session 1, 09/03/24**

**Session 2, 09/10/24**

**Session 3, 09/17/24**

**Session 4, 09/24/24**

**Session 5, 10/01/24**

**Session 6, 10/08/24**

**Session 7, 10/22/24**

**Session 8, 10/29/24**

**Session 9, 11/05/24**

**Session 10, 11/12/24**

**Session 11, 11/19/24**

**Session 12, 11/26/22**

**Session 13, 12/03/22**

**Session 14, 12/10/22**

**NOTES:**

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the* [*SPS IDBEA Committee*](https://www.sps.nyu.edu/homepage/about-us/idbea/about-idbea.html)).

**New York University School of Professional Studies Policies**

1. Policies - You are responsible for reading, understanding, and complying with [University Policies and Guidelines](http://www.nyu.edu/about/policies-guidelines-compliance.html), [NYU SPS Policies and Procedures](http://sps.nyu.edu/academics/academic-policies-and-procedures.html), and [Student Affairs and Reporting](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/student-services.html).

2. Learning/Academic Accommodations - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the [Moses Center for Student Accessibility](https://www.nyu.edu/students/communities-and-groups/student-accessibility.html). If you are interested in applying for academic accommodations, contact the [Moses Center](https://www.nyu.edu/students/communities-and-groups/student-accessibility/academic.html) as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the [Moses Center Portal](https://www.nyu.edu/students/communities-and-groups/student-accessibility.html) as soon as possible ([mosescsa@nyu.edu](mailto:mosescsa@nyu.edu) | 212-998-4980).

3. Health and Wellness - To access the University's extensive health and mental health resources, contact the [NYU Wellness Exchange](https://www.nyu.edu/students/health-and-wellness/wellness-exchange.html). You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.

4. Student Support Resources - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the [NYU SPS Office of Student Affairs site](https://www.sps.nyu.edu/homepage/student-experience/resources-and-services.html).

5. Religious Observance - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the [University Calendar Policy on Religious Holidays](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) for the complete policy.

6. Academic Integrity and Plagiarism - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

[Turnitin](https://www.nyu.edu/servicelink/KB0018471), an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the [Academic Policies for NYU SPS Students](https://www.sps.nyu.edu/homepage/student-experience/policies-and-procedures.html) page.

7. Use of Third-Party Tools - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the “Terms of Use” (TOU) associated with such apps/platforms/software.

These services may require you to create an account but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.