**Strategic Management of Technological Innovation**

**MASY1-GC 3310 | 101 | Fall 2024 | 9/05/2024 – 12/12/2024 |** 3 Credits

# Modality: In-person

**Course Site URL**: <https://brightspace.nyu.edu/d2l/home/374798>

**General Course Information**

**Name/Title:** Samrah Kazmi, Adjunct Assistant Professor,

**NYU Email:** sk1839@nyu.edu

**Class Meeting Schedule**: 9/05/2024 – 12/12/2024 | Thursdays | 6:20pm – 8:55pm

**Class Location:** TBA

**Office Hours:** Office hours are by appointment. I am very happy to meet outside of class time, including before or after class, to discuss course or career related questions. Please contact me by email for us to coordinate a time to meet in-person or to connect on Zoom or by phone.

**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.

If you have any questions around topics, material, or assignments each week, please do not hesitate to bring them to me, either in the classroom, or you can email me at sk1839@nyu.edu. I aim to respond to your emails within 24 hours of receiving them. Students must use their NYU email to communicate or may contact me via NYU Brightspace; both methods guarantee your privacy.

# Structure | Method | Modality

There are 12 in-person class-sessions 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.

**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.

Learning Objectives

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

* Explain, define, and otherwise use terminology commonly used in the Strategic Management of Technological Innovation
* Create an extended SWOT analysis for an industry and determine what types of innovation are likely to be successful for a given company
* Apply the concepts of innovation to the practical management of technological innovation
* Increase the success rate of technological innovation projects
* Organize successful new product development teams
* Choose the best method to protect innovations
* Determine when open innovation is an appropriate strategy
* Choose the best type of strategic collaboration in each situation
* Create the best strategy to deal with standards and de-facto standards

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

Students are expected to complete individual readings and complete independent assignments during the course. Frequent and high-quality participation in class discussions is required. Readings, individual papers, teamwork, and class discussions will be assigned and graded weekly. The final case project will be announced at the beginning of the course and it will be due by the last class. The purpose of the project is to provide students with hands-on experience with the intricacies and complexities of planning, meeting requirements, making presentations, and project reporting. Having completed the project, students are required to submit a final report, and prepare a presentation, which includes a deck of the project and its expectations. All team members should contribute to the case studies. Submit a single paper (pdf or doc) for the team identifying which team member contributed to which part of the case. Include your team number, team members, date, type each question and answer, and include in text and end references. The team cases will be evaluated on both an individual and group level.

Please refer to the Course Outline below for Readings, Class Assignments and Cases. Please review overview of assignments:

* There will be 2 individual assignments on the specific topic(s) covered in the related classes.
  + Assignments should be between 300 and 500 words
* There will be 2 team case studies on the specific topics selected by the instructor.
  + Case Studies should be between 400 and 600 words
* There will be 1 team strategic technology trend presentation.
  + Length of Strategic Technology Trend Presentation: Several slides to convey adequate information of the trend.
* There will be 1 individual innovative idea introduction and a high level presentation.
  + Length of Innovative Idea Presentation: Several slides to convince the audience why such idea needs to be implemented and how such idea will solve the problem
* There will be a final case study centered on the specific industry selected by students where students will design a plan for technological innovation, perform the study, and present the findings.
  + Length of Final Case Study: The final case study should of the length sufficient to present feasible innovative solution to the problem

Course Technology Use

Most class sessions require the use of technology (e.g., laptop) for learning and research purposes. However, we will periodically have a device-free learning environment. Establishing an environment of mutual respect and exchange in the classroom requires a commitment to presence in discussions and full attention to the course materials presented in class. In the interest of ensuring that attention stays focused on your classmates and class discussions, use of laptops, cellphones, and other electronic devices should only be used in association with class activities.

**Generative AI Use**

**Welcome with Attribution**

You are welcome to use generative AI tools (e.g. ChatGPT, Dall-e, etc.) in this class as doing so aligns with the course learning goals. You are responsible for the information submitted based on an AI query (for instance, that it does not violate intellectual property laws, or contain misinformation or unethical content). Your use of AI tools must be properly documented and cited.

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

Students are expected 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.

It is required that students attend all classes and are part of the group case studies that will take place in class. Each student is expected to contribute to the in-class discussions. Each session will require students to read the case studies prior to that session. Each student is required to contribute her or his own ideas, opinions and feedback during group discussions of the case study. To better facilitate discussion and student engagement, the class might be divided into groups for case analysis. Note that these groups will not remain static and will change during the semester.

Unexcused absences from sessions may have a negative impact on a student’s final grade. Students are responsible for assignments given during any absence.

If for some reason (excused absence) you will not be in class, you must notify your instructor prior to the scheduled session if you will not be attending and the reason.

Each unexcused absence or being late may result in a student’s grade being lowered by a fraction of a grade. A student who has three unexcused absences may earn a Fail 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.

Submission of Deliverables

Delivery occurs when student work is first available from the NYU Brightspace Assignment folder for the course.

In the rare situation when a student believes they cannot meet a scheduled delivery date they should immediately contact the instructor and request more time via a modified delivery date. The request may or may not be granted depending on its content and the reason for not meeting the original deadline. If granted, the student will receive a WRITTEN agreed upon new delivery date. Remember, VERBAL DOESN’T COUNT, and there is a 50% penalty per day for reception of your work beyond the originally ASSIGNED or AGREED NEW DUE DATE)

**Textbook and Course Materials**

*The book Strategic Management of Technological Innovation by Schilling will be delivered to you digitally. You will receive access to the book in the CONNECT platform. The cost of CONNECT and ebook is $102.00, which will be added as a “book charge” to your bursar bill.*

*Should you choose to remove yourself from the program and find your course materials elsewhere, you must login here to the student portal and opt out of having the course materials provided to you by September 20th, if you do not opt out by this date you will be charged.*

***Information you should know:***

* ***Your username is your school email address.***
* ***If you have opted out of a course, you can opt back in until September 20th.***

**Schilling, M. A. (2023). *Strategic Management of Technological Innovation*. 7th Edition, McGraw-Hill Education.** 

***Yuri B. Aguiar (2020). Digital (R)evolution: Strategies to Accelerate Business Transformation. 1st Edition, John Wiley & Sons, ISBN-13: 978-1119619734, ISBN-10: 1119619734***

**Additional readings may be assigned during the course.**

**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 single-spaced. Grammar, punctuation, and spelling will be considered in grading. Please carefully proof-read your written assignments before submitting them for a grade. I will update the grades on the course site each time a grading session has been completed— typically within one week

| following the completion of an activity.  COURSE GRADING RUBRIC: |  |  |
| --- | --- | --- |
| 2 x Industry Case Studies (Team) (7.5% each) |  | 15% |
| Strategic Technology Presentation (Team) |  | 15% |
| 2 x Homework Assignments (Individual) (7.5% each) |  | 15% |
| Innovative Idea Introduction (Individual) |  | 15% |
| Final Case Study (Individual) |  | 30% |
| Class participation (Individual) |  | 10% |
| Total | 100% | |

Missed and unexcused classes will result in a class participation penalty. After two missed or unexcused classes the student may receive zero credit for class participation. Late assignments and cases will result in zero credit for that assignment/case.

The homework assignments and the final case study are to be completed individually. The industry case studies, and strategic technology trend presentation are to be worked on and completed in the assigned groups.

Students are expected to contribute to the class discussion in each lesson, with constructive and analytical comments. Participation is strongly encouraged. The objective is not a specific answer but to foster a debate around key issues.

With regard to the case studies students will be expected to work in groups and show a progressively more in-depth knowledge of their industry as the semester progresses. The focus of the assignments will advance from the descriptive and basic topics to the analytical and advanced subjects.

Homework assignments will focus on lesson topics. Students will be expected to provide, concise, tersely written papers reflecting a strong grasp of the subject matter. There will be equal weightings for structure – clarity of presentation – and content.

Please note that you will be provided with the parameters and the additional criteria on how you will be measured for each of the assessments listed above in class.

*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.*

**Course Outline**

**Start/End Dates:** 9/05/2024 – 12/12/2024 | Thursdays

**Time:** 6:20pm – 8:55pm

**No Class Date(s):** Thursday, 11/28/2024

**Special Notes:** N/A

**Class 1: 09/05/24 (VIRTUAL)**

**In-Class Topics:**

* Introductions of students and instructor
* Review of Syllabus
* Introduction to the Course and Overview of Course Requirements and Assignments
* Strategic Management of Technological Innovation – Chapter 1 - Introduction o Introduction to Technological Innovation
* Digital (R)evolution - Chapter 1 – Drivers of Change

o What is discovery-driven digital transformation?

* + What’s left for humans?
  + Is your company a candidate for digital disruption?
  + Why is discovery-driven digital transformation needed?
  + How to get from the current state to the digital level?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 1 – Introduction
* Strategic Management of Technological Innovation – Chapter 2 – Sources of Innovation
* Digital (R)evolution - Chapter 1 – Drivers of Change
* Digital (R)evolution - Chapter 2 – Focus and Discipline

**Deliverables Due Prior to the Next Class:** None

**Class 2: 09/12/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 2 – Sources of

Innovation

o Translating creativity into innovation

o Innovation in collaborative networks

* Digital (R)evolution - Chapter 2 – Focus and Discipline o Who is responsible for transformation?
  + How to identify the opportunity to discover specific problems that can be addressed in a digital solution?
  + How different are the “Always-on” digital natives?
  + What is needed for your immediate survival?
  + Does discovery-driven digital transformation need to be micromanaged?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 3 – Types and Patterns of Innovation
* Digital (R)evolution - Chapter 3 – Idea Incubation

**Deliverables Due Prior to the Next Class:**

* Strategic Technology Trend Presentation (As Assigned)

**Class 3: 09/19/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 3 – Types and

Patterns of Innovation

o Types of innovation

o Technology S-Curve

o Technology Cycles

* Digital (R)evolution - Chapter 3 – Idea Incubation

o Why is innovation essential for success?

o What’s the challenge with digital transformation in high-performing organizations?

o How to overcome inclination to risk avoidance?

o Why do organizations need empowered champions?

* + Why do most of the organizations struggle with the transformation?
  + How to approach and propose the transformation?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 4 – Standard Battles, Modularity, and Platform Competition
* Digital (R)evolution - Chapter 4 – Operational Excellence
* W. Chan Kim and Renee Mauborgne (2023). *Harvard Business Review*: Innovation

doesn’t have to be disruptive. May-June 2020

**Deliverables Due Prior to the Next Class:**

* Individual Assignment 1
* Strategic Technology Trend Presentation (As Assigned)

**Class 4: 09/26/24 In-Class Topics:**

● Strategic Management of Technological Innovation – Chapter 4 – Standard Battles,

* Modularity, and Platform Competition

o Why are dominant designs selected?

o Multiple dimensions of value o Modularity and platform competition

* Digital (R)evolution - Chapter 4 – Operational Excellence o What’s the relationship between operational excellence and customer experience?
  + Who are your customers in the “service” economy?
  + How to use data and analytics to make a case to executives and others? o Where to look for the problems and pain points? o Is the response time or solution time that matter?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 5 – Timing of Entry
* Digital (R)evolution - Chapter 5 – Customer-Driven Change
* Rita McGrath and Ryan McManus (2020). *Harvard Business Review*: DiscoveryDriven Digital Transformation, Reprint: R2002J, May-June 2020
* Peter Done (2023). *Forbes*: Overcoming four factors that can stifle innovation, July.

**Deliverables Due Prior to the Next Class:**

* Strategic Technology Trend Presentation (As Assigned)

**Class 5: 10/03/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 5 – Timing of Entry

o First-mover advantages

o First-mover disadvantages

o Strategies to improve timing options

* Digital (R)evolution - Chapter 5 – Customer-Driven Change

o What’s more important: People or Technology?

o Why do organizations struggle and become irrelevant?

o What are the principles of successful transformation?

* Is your digital workforce digitally proficient?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 6 – Defining the Organization’s Strategic Direction
* Digital (R)evolution - Chapter 6 – Strategy vs. Execution
* Lou DiLorenzo, Jr, Khalid Kark, Natalie Andrus and Anjali Shaikh (2023) *Deloitte*: Charting your course: A roadmap for transitioning to the CIO role (April).

**Deliverables Due Prior to the Next Class:**

* Team Case Study 1
* Strategic Technology Trend Presentation (As Assigned)

**Class 6: 10/10/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 6 – Defining the

Organization’s Strategic Direction o Assessing the firm’s current position

* + Identifying core competencies and dynamic capabilities
  + Strategic Intent
* Digital (R)evolution - Chapter 6 – Strategy vs. Execution
* o When was the last time you communicated the digital strategy?
* o What does it mean to be a transformational leader?
* o How to set a winning transformation strategy?
  + What could and will derail the transformation initiatives?
  + How to get the “wagon” back on the track?
* Strategic Management of Technological Innovation – Chapter 7 – Choosing Innovation Projects
* Digital (R)evolution - Chapter 7 – Hire Captains, Not Kings or Queens

**Deliverables Due Prior to the Next Class:**

* Innovative Idea Individual Presentation (As Assigned)

**Class 7: 10/17/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 7 – Choosing

Innovation Projects

o The development budget

o Quantitative methods for choosing projects

o Disadvantages of quantitative methods

o Qualitative methods for choosing projects

o Combining quantitative and qualitative information

* Digital (R)evolution - Chapter 7 – Hire Captains, Not Kings or Queens

o Why is hiring so difficult?

o Are people assets or liabilities? o Who are the most valuable players?

o Is reverse mentoring beneficial to companies?

o Can you teach passion?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 8 – Collaboration Strategy
* Digital (R)evolution - Chapter 8 – Integrated Ecosystems
* Guy Martin (2021). *TechCrunch*: A revival at the intersection of Open Source and Open Standards (June)
* Andrew Aitken, Leslie Hawthorn and Aaron Williamson (2018). *FINOS*: Business Value of Open Source for Financial Services Firms

**Deliverables Due Prior to the Next Class:**

* Innovative Idea Individual Presentation (As Assigned)

**Class 8: 10/24/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 8 – Collaboration

Strategy

o Reasons for going solo

o Advantages of collaborating

o Types of collaborative arrangements

o Choosing a mode of collaboration

o Choosing and monitoring partners

* Digital (R)evolution - Chapter 8 – Integrated Ecosystems

o Why do people think of Digital Transformation as back office processes?

o Why is social collaboration a prerequisite to digital transformation?

o Why is it so difficult for users to adopt new technologies?

* + What’s the strategy to deal with knowledge workers?
  + How to solve the information overload challenge?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 9 – Protecting Innovation
* Digital (R)evolution - Chapter 9 – Digital Proficiency and Innovation
* William D. Eggers, Sam J. Walsh, Carsten Joergensen and Pankaj Kamleshkumar Kishnani (2023). *Deloitte:* Regulation that enables innovation (2023)
* Alex Wilhelm, (2023). TechCrunch: Why does it seem like every company is a SaaS company? (June)

**Deliverables Due Prior to the Next Class:**

* Innovative Idea Individual Presentation (As Assigned)

**Class 9: 10/31/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 9 – Protecting

Innovation

o Appropriability

* + Patents, trademarks, and copyrights
  + The effectiveness and use of protection mechanisms
* Digital (R)evolution - Chapter 9 – Digital Proficiency and Innovation

o Has advanced technology become a commodity?

o Why is digital proficiency more important than transformational technologies?

* + How to lead discovery-driven digital transformation? o Are robots taking the world over?
  + Where do humans fit in the digital revolution?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 10 – Organizing for Innovation
* Digital (R)evolution - Chapter 10 – Are you ”Digitally Determined” or “Digitally Distraught”?
* Lou DiLorenzo, Jr, Khalid Kark, Natalie Andrus and Anjali Shaikh (2023) *Deloitte*: Charting your course: A roadmap for transitioning to the CIO role (April).

**Deliverables Due Prior to the Next Class:**

* Team Case Study 2
* Strategic Technology Trend Presentation (As Assigned)

**Deliverables Due Prior to the Next Class:**

* Individual Assignment 2
* Strategic Technology Trend Presentation (As Assigned)

**Class 10: 11/07/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 10 – Organizing for

Innovation

o Size and structural dimensions of the firm

o Structural dimensions of the firm

* + Modularity and “Loosely Coupled” organizations
  + Managing innovation across borders
* Digital (R)evolution - Chapter 10 – Are you ”Digitally Determined” or “Digitally Distraught”?

o What’s your digital strategy?

* + Why does digital transformation seem to be confusing?
  + What is your definition of digital transformation?
  + What are your fundamental digital transformation objectives?
  + Determined or distraught?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 11 – Managing the New Product Development Process
* Digital (R)evolution - Chapter 11 – Use Case: The Smart City
* Lou DiLorenzo (2022). *Deloitte:* driving an environmentally sustainable tech agenda to accelerate organizational change (May)

**Deliverables Due Prior to the Next Class:**

* Individual Assignment 2
* Strategic Technology Trend Presentation (As Assigned)

**Class 11: 11/14/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 11 – Managing the

New Product Development Process

o Objectives of the new product development process

o Sequential versus partly parallel development process

o Product champions

* + Involving customers and suppliers in the development process
  + Tools for improving the new product development process
  + Tools for measuring new product development performance
* Digital (R)evolution - Chapter 11 – Use Case: The Smart City

o What are the boundaries of digital transformation?

* + Why do systems need digital connectivity?
  + What are the areas of smartness?
  + Why is changing people’s habits more important than changing technology?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 12 – Managing New Product Development Teams
* Digital (R)evolution - Chapter 12 – Looking Ahead: Runway or Precipice?
* Aamer Baig, Sven Blumberg et al (2023). *McKinsey Digital*: Technology’s generational moment with generative AI: A CIO & CTO guide (July)

**Deliverables Due Prior to the Next Class:**

* Strategic Technology Trend Presentation (As Assigned)

**Class 12: 11/21/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 12 – Managing New

Product Development Teams

o Constructing new product development teams

o The structure of new product development teams

o The management of new product development teams

* Digital (R)evolution - Chapter 12 – Looking Ahead: Runway or Precipice?
  + How intelligent is Artificial Intelligence? o Why will robots not take your job? o What does “User Experience” mean to humans and robots?
  + What happens when great platforms go down?
  + Why are people fooled by the look and feel?

**Readings Prior to the Next Class:**

* Strategic Management of Technological Innovation – Chapter 13 – Crafting a Deployment Strategy
* Paul Leinwand and Mahadeva Matt Mani (2021). PWC: Seven imperatives for moving beyond digital (December)

**Deliverables Due Prior to the Next Class:** None

**Class 13: 12/05/24**

**In-Class Topics:**

* Strategic Management of Technological Innovation – Chapter 13 – Crafting a

Deployment Strategy

o Launching Timing

o Licensing and compatibility

o Pricing

o Distribution

o Marketing

**Readings Prior to the Next Class:**

* Digital (R)evolution - Chapter 13 – The Elephant in the Room
* Alex Barinka (2023). *Bloomberg*: Twitter and Meta CEOs embrace squishy metrics

(July)

**Deliverables Due Prior to the Next Class:** None

**Class 14: 12/12/24**

**In-Class Topics:**

* Digital (R)evolution - Chapter 13 – AI: The Elephant in the Room o What AI is and is not?
  + What’s the impact of AI on the workplace?
  + Is AI capable of finding needles in haystacks?
  + Is there a difference between AI and Data Science?
  + Why is Discovery-Driven Digital Transformation the answer?

● Final Case Presentation

* Course Wrap-Up

**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 | 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 healthrelated concerns.

1. 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)

1. 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.

1. 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.

1. 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.