Course Syllabus

A pdf version of the current syllabus can be downloaded **here (https://canvas.vt.edu/courses/168287/files/26531217?wrap=1)** .

MGT 5804

LEADERSHIP IN TECHNOLOGY-BASED ORGANIZATIONS

Spring 2023

Professor: David Townsend, Ph.D. (Faculty Lead); Ken Davidian, Ph.D. (DLI); Matthew Hayduk, MBA (DLI)

Classroom: Canvas (100% Virtual)

Office: Pamplin Hall, Room 2100

Office Hours: Thursdays (with Dr. T) from 800-900 PM and/or Sunday (with DLI) from 700-800 PM.

Telephone: (540) 231-4553 (Best to email to receive a timely response…I have an entirely manufactured 'allergy' to voicemail)

E-mail: **dtown@vt.edu (mailto:dtown@vt.edu)**

Web Page: http://canvas.vt.edu/: Lectures, case discussions, course announcements, and other required materials are provided via the class site on Canvas.

Texts: Course materials can be purchased directly from Harvard Business School Press (link below). **In addition, students are required to purchase a copy of Crossing the Chasm by Geoffrey Moore**. Unfortunately, copyright restrictions prevent HBSP from offering the material to you directly and so you will need to purchase a copy directly from your bookseller of choice.

Book Details: Moore, Geoffrey A. (2014). *Crossing the Chasm*. Harper Business Essentials. ISBN-13: *978-0062353948*

COURSE DESCRIPTION

Before describing the focus of this course, it is essential to describe what this course is not. This is not a course about the specific functional capabilities of general information technologies (e.g., CRM systems, supply chain technologies, production technology, administrative technology, business analytics technologies, risk management, or marketing research technologies, etc.). These are all tactical uses of technology and will be addressed in their respective courses. Instead, this course examines the complex challenges of managing innovation and technology from the perspectives of general managers and executives. Accordingly, you will be asked to deal with ambiguous information and situations faced by members of the "C-Suite" as many of the most vexing problems in innovation do not occur within defined

functional areas within an organization but instead aggregate at the strategic level. For example, finding ideas for new products, and the challenge of uncovering new markets, isn't just a marketing problem. A mounting body of evidence shows that an organization's structure, the systems through which managers' performance is measured and rewarded, and the formal and informal mechanisms used to allocate resources across competing projects powerfully influence the types of ideas that get surfaced, pushed forward, and adopted.

The perspective of this course is that many problems in managing innovation persist because managers aggressively implement solutions to the wrong problems – or because managers address only the apparent symptoms, without understanding their underlying cause. Framing the problem accurately is the most significant element of problem solving because when the root causes of problems have been well defined, what to do about them often becomes obvious. The aspiration of this course is first to help managers build the tools to understand the real, underlying reasons why efforts to innovate so often fall short of expectations – and then with that understanding as a foundation, to learn how to build action plans that resolve the root problems.

This course will extensively use various experiential learning exercises such as case studies and dynamic simulations to dig deeper into a variety of problems and challenges in managing technology and innovation. These activities provide active learners with the unique opportunity to apply and test the tools and material discussed within this class. Cases allow us to study a variety of situations, examine tradeoffs, select and recommend the most appropriate option, and outline action steps to implement the chosen option.

A major part of the course is discussion and sharing of your own experiences, challenges, and approaches in managing technology/innovation. Although there are no experiential or knowledge pre-requisites for the course, your background experiences and knowledge – whatever they may be – will be an important part of our collective efforts to learn best practices for navigating the strategic challenges of complex environments.

Therefore, you are strongly encouraged to bring and share technology management issues from your own organization or organizations you know. However, to participate effectively in the course, I will not assume that you are walking in the door as an "expert" in either strategic management practices or processes, nor will I assume that you are familiar with or proficient in agile strategic management practices. You will learn plenty of information about both areas of knowledge through the course that will both extend and enhance your current leadership capabilities!

The course goals consist of the following:

1. Enable students to identify and understand the unique strategic challenges associated with creating and commercializing information technology products and services in complex environments with a specific emphasis on automation and artificial intelligence (G1)
2. Equip students with concepts, tools, and frameworks in agile and emergent strategies that can be applied in order to analyze and solve complex problems related to automation technology and AI

innovation (G2)
3. Empower students with a strategic perspective to design and implement innovative automation and AI technologies and business models to compete effectively within complex environments (G3)

Course Objectives (parentheses represent course goals noted above):

Upon completion of the course, the students will be able to:

1. Categorizing critical components of complex strategic problems in technology-rich environments (G1)
2. Judge the relevance of and defend against the competitive threats posed by digital disruption, automation, and AI to incumbent organizations (G1)
3. Create agile/emergent strategies for reaching core customer adopter segments with innovative automation/AI technologies (G2)
4. Deduce the benefits and trade-offs of agile and emergent strategies to address disruptive new entrants through the commercialization of automation and AI technologies (G2)
5. Design effective automation/AI-powered business models to reach customers in complex environments (G3)

Course Prerequisites

Graduate Status Required, MIT course, Pamplin MBA elective

Required Technical Skills or Knowledge Proficiencies

General word-processing, presentation skills, general technical skills.

You are not required to be proficient in any specific technical area in order to complete this course effectively.

Grading: Points will be assigned based on your performance on the following activities:

Administrivia & Class Participation (Individual):	50 pts.
Case Discussions (Individual – 8*50 pts/each):	400 pts.
Simulation Strategic Analysis (Individual – 2*75 pts/each):	150 pts
Quizzes (Individual – 10*10 pts/each):	100 pts.
AI Automation Project (Individual):	300 pts.
	1000 pts.

Grading Scale (points):

930-1000 = A	870-899.9 = B+	770-799.9 = C+	670-699.9 = D+	0-599.9 = F
900-929.9 = A-	830-869.9 = B	730-769.9 = C	630-669.9 = D	

800-829.9 = B- 700-729.9 = C- 600-629.9 = D-

**As the Instructor for this course, I reserve the right to curve final grades based solely on my assessment of overall class performance (I will not curve grades on individual assignments). This does not mean that I WILL curve grades, but simply that I reserve the right to do so.

Case Discussions:

Case discussions are one of the central experiential learning exercises in the course. For each case, you will read the assigned material and discuss the key questions for the case within a defined discussion group. You will need to **complete 8 of the 10 case discussions** over the semester to earn full credit. After the first case, we will assign you to the discussion groups for each case and the assignments will be posted after the roster is finalized during the second week of classes.

For all the quant folks, here is the 'formula':

The total points for the case discussions is 400 pts = 8 * 50 points/case. If you complete more than 8 cases, we will include your **8 highest scores** when calculating your final grade.

Simulation Strategic Analysis:

Simulation Strategic Analyses are a second major experiential learning activity in the course. The goal of these activities is to provide you with a comprehensive "laboratory" to apply and extend many of the concepts you are learning in this class in a dynamic simulation. These simulations reflect decision-making in the "real world" by showing you the consequences of your decision-making in a dynamic setting. Because these activities provide an objective measure of the application of course content to a defined strategic problem, grades will be assessed based on your performances in the games.

Quizzes:

In lieu of a comprehensive final exam, your understanding of course material will be assessed through weekly short quizzes. You will need to complete 10 of the 15 assigned quizzes for the semester in order to earn 100 points. If you complete more than 10 quizzes, we will count the highest 10 scores when calculating your final grade.

AI Automation Project:

Throughout the semester, each student will work on an AI automation project plan for implementing AI/ML to tackle an important strategic problem within an organization. The goal of the assignment is to ensure that each student is able to synthesize the course material into a strategic plan for future implementation. More details will be provided on this assignment throughout the semester.

Reading Articles:

The following link will take you to an outside site (Harvard Business School Press) where you can purchase access to several of the assigned reading articles, cases, and simulations assigned this

semester. Harvard provides digital access to their articles with substantially discounted student pricing only if you utilize the following link and register with them directly.

Based on prior student feedback, we have listed the books as “optional” although all of these materials are required for the course. Unless you intend to buy the books elsewhere, please make sure you purchase all of the materials, including the ‘optional’ books through HBSP. We are listing the books as optional to give you the option of purchasing the books from an alternative source if you can find cheaper prices (e.g., Amazon).

You will need to purchase the material from HBSP immediately to access both the readings, simulations, and cases, so please make sure you do so before the end of Module 1.

https://hbsp.harvard.edu/import/1017370 (https://hbsp.harvard.edu/import/1017370)

“Asynchronous” Class Lectures

To help you understand and retain critical information, lecture material will be delivered through weekly class lectures. I will post the ppt slides corresponding to these lectures through Canvas. As you will see, these lectures will not regurgitate the material covered in the assigned reading but will further embed, expound upon, and deepen your understanding of the material covered in the unit. Furthermore, the articles themselves do not present a cohesive picture of the material we are discussing. In some cases, the material even contradicts or challenges other material we have covered in the course. This is intentional. My goal in assigning these different reading articles is to expose you to different perspectives and to address key debates within the startup and innovation community. Also, my goal is not to simply regurgitate the material presented on the slide (I will assume – correctly – that everyone enrolled in the class will have already read the articles before watching the lectures). Instead, we will discuss the slides in a huge amount of detail so please don’t be surprised that I can actually talk about topics listed on individual slides for 30 minutes.

COURSE POLICIES AND PROCEDURES

Academic integrity

Academic integrity is essential to the educational process. Academic dishonesty in any form will not be tolerated in this course – whether on exercises, assignments, tests, extra credit, appeals, etc. The Virginia Tech Honor Code will be strictly enforced in this course (for more information see: **http://www.honorsystem.vt.edu/?q=node/23 (http://www.honorsystem.vt.edu/?q=node/23)**). Copying or adapting other student's work constitutes plagiarism and will not be tolerated. All assignments submitted shall be considered graded work, unless otherwise noted. All aspects of your course work are covered by the Honor System. Honesty in your academic work will develop into professional integrity. **Any form of academic dishonesty will result in “0” on the assignment and automatic referral to the VT Honor System**.

Seriously, please use the utmost care in developing your work product. Every assignment will be checked through our plagiarism detection software and any suspected plagiarism will be reported

immediately to the Graduate Honor System once it is discovered.

Course Web site

All communications for this course will be conducted primarily on Canvas. Accordingly, reminders, updates, clarifications, and so forth will be posted regularly as announcements on the course Web site on Canvas. Please check this site and/or syllabus before contacting the instructor with a problem or question – it may have already been addressed, and you will get the information you need much more rapidly. You can also use the class discussion board to solicit or share information with your classmates.

Required Technologies

All submitted documents and submissions will need to submitted utilizing Microsoft Office (.docx or .pptx) or .pdf file extensions. Unfortunately, my fellow mac users, I cannot accept .pages or any other file format that is not compatible with the above file extensions. Please note that it is the responsibility of every student to ensure that all submitted documents are formatted properly with the above file extensions. If you submit a document on-time but with a file extension that I cannot open, the submission will unfortunately not be evaluated or graded. Furthermore, due the incredibly fast pace of this course, late assignments (without prior approval from Dr. Townsend) will not be accepted past the assigned deadline.

Second, it is strongly recommended that you have access to a reliable, high-speed internet connection for accessing the materials in this course. The lecture files are incredibly large and will take “forever” to download on a slow internet connection. Furthermore, while you are welcome to try accessing the materials on a mobile device, please note that course website, materials, readings, etc. are not formatted to render properly on a mobile device and so it is recommended that you utilize a desktop or laptop computer throughout the course.

Course Privacy Policy

Student educational records are protected by the Family Educational Rights and Privacy Act (FERPA). These rights apply to all students age 18 and above. It may benefit you to know your FERPA rights so that you can best protect your own educational records. Please visit the **Office of the University Registrar's Privacy Page (https://registrar.vt.edu/FERPA.html)** for more information.

Accommodations for students with disabilities

The Vocational Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990 mandate that faculty provide reasonable accommodations to students with documented disabilities. Reasonable accommodations will be made for students with verifiable disabilities. Students who believe that they have a covered disability should ensure that this is documented with the University and contact the instructor within the first week of the semester. Please click on the following link to learn how to register a disability with the SDD Office at VT: **https://ssd.vt.edu (https://ssd.vt.edu/)**. I will do anything I can to ensure that each student is provided with the best opportunity to be successful in this class. If there is anything you think I need to know before the semester begins, please contact me ASAP!

Course Support

Technical**:** The professor for this course does not provide technical support. Requests for technical support and/or Canvas support can be directed to 4Help by calling (540) 231-HELP (4357).

Class Accessibility: Any student who has been confirmed by the University as having course accommodations must notify me as soon as possible, preferably during the first week of the course. For more information please go to the **Services for Students with Disabilities website (https://www.ssd.vt.edu/)** .

Academic Support Services: Any student requiring academic support should investigate the Graduate School's **Support Resources (https://graduateschool.vt.edu/student-life.html)** .

For complete information on student services at Virginia Tech, please visit the **website for the Division of Student Affairs (https://students.vt.edu/)** .

COURSE EVALUATIONS

Online course evaluations will be available for students to complete during the last few weeks of class. Students will receive an email message directing them to a website where they can login using their PID and complete course evaluations for all courses for which they are registered this semester. All evaluations are confidential; instructors do not have access to individual student responses and, students will not have access to individual instructor ratings. I strongly encourage you to complete the SPOT evaluation as student feedback is instrumental in helping us improve this course!

ABOUT YOUR PROFESSOR

David Townsend is the Schulze Distinguished Professor of Entrepreneurship in the Pamplin College of Business at Virginia Polytechnic Institute & State University. Dr. Townsend teaches courses primarily in the entrepreneurship, technology strategy, and innovation management areas. Prior to joining the faculty at Virginia Tech, Dr. Townsend served as an Assistant Professor in the Jenkins Graduate School of Management at NC State University and the University of Oklahoma where he taught courses in entrepreneurship, global strategy, and technology management. In addition to teaching classes, Dr. Townsend advises a variety of start-ups in diverse industries such as mobile/online gaming, web/app development, healthcare, big data/analytics, AI/deep learning, micro-distilleries, etc.

Dr. Townsend conducts research on growth strategies, organizational development, and CEO decision-making in technology-oriented companies and maintains an active publishing stream in most of the top entrepreneurship and management academic journals. Dr. Townsend has served as a guest commentator on entrepreneurship themes on NPR and The Burrill Report, and some of his research has been highlighted in business-oriented press outlets such as Gigaom.com/The New York Times.com, BusinessWeek, TechCrunch, TechJournal South, WalletHub among many others.

Dr. Townsend is native of Virginia and graduated from Tabb High School in Yorktown, VA.

ABOUT YOUR DLIs

Matthew Hayduk has worked in technology, information systems and cybersecurity for over 25 years in various roles within the private sector and in the federal government. In his current role at the Board of Governors of the Federal Reserve System in Washington, D.C., Professor Hayduk is responsible for the Board's development and implementation of regulations, policies and guidance for cybersecurity, critical infrastructure, and resilience for regulated financial entities. He has led numerous domestic and international cybersecurity policy efforts and provides strategic, forward-looking presentations at regulatory and industry forums on financial services topics involving technology, cybersecurity and critical infrastructure. Professor Hayduk was previously responsible for data management and oversight of national applications for the Board's Supervision & Regulation business line. Prior to joining the Board, he worked in private industry and provided technology solutions and consulting services to U.S. government agencies. He is a Lieutenant Colonel in the U.S. Army Reserve and currently assigned to the Department of Homeland Security's Cybersecurity and Infrastructure Security Agency (CISA).

Professor Hayduk earned his BS degree in Physics from Randolph Macon College and an MBA from Virginia Tech. He is a graduate of the Stonier Graduate School of Banking and holds the Wharton Leadership Certificate. He is also a Certified Information Systems Security Professional (CISSP) and Project Manager Professional (PMP).

Ken Davidian worked for the FAA's Office of Commercial Space Transportation (AST) in Washington, DC since 2008 and recently retired the AST Director of Research and Program Manager for the FAA Center of Excellence for Commercial Space Transportation. Dr. Davidian currently serves as the Vice President for International Space University, and as a member of the Ohio State University Aerospace Engineering External Advisory Board, Editor-in-Chief of the New Space journal, Chair of the IAF Entrepreneurial & Investment Committee, and Vice Chair of the IAF Space Economy Committee. Dr. Davidian is a corresponding member of the International Academy of Astronautics, and an Advisor to the Space Generation Advisory Committee's Commercial Space Project Group. Prior to FAA AST, Dr. Davidian worked for the NASA Lewis Research Center, Paragon Space Development Corporation, X PRIZE Foundation, and NASA Headquarters. Dr. Davidian received his BS degree in Aeronautical and Astronautical Engineering from the Ohio State University in 1983, and an MS degree in Mechanical Engineering from Case Western Reserve University in 1987. He attended the International Space University Summer Session Program in 1989. Dr. Davidian received his PhD in Business Administration from the University of Cape Town, Graduate School of Business, in 2018. His thesis focuses on innovation management, and understanding the processes of emerging and evolving markets.

Course Schedule

Week	**Topic**	**Readings**	**What's Due:**
Jan 16 – Jan 22	Course Introduction (Part 1): Digital	Syllabus	Module 1 Quiz 1

	Disruption & Strategic Leadership in Complex Environments	Reading Set 1: *Case Analysis Coach* *Technology Strategy (1-24)*	Case Analysis Coach Tutorial
Jan 23 – Jan 29	Course Introduction (Part 2): Digital Disruption & Strategic Leadership in Complex Environments	Reading Set 2: *Technology Strategy (25-33)* *AI: Chapter 1*	Module 2 Quiz 2 Case #1: Moderna
Jan 30 – Feb 5	Course Introduction (Part 3): Digital Disruption & Strategic Leadership in Complex Environments	Reading Set 3: *AI Cha 2-3*	Module 3 Quiz 3 Case #2: VideaHealth
Feb 6 – Feb 12	TALC: How do new innovations spread through markets?	Reading Set 4: CC: Intro – Cha. 1 *S-curve & Strategic Lessons*	Module 4 Quiz 4 Case #3: Facebook's Pivot to the Metaverse
Feb 13 – Feb 19	TALC: Strategies for finding early adopters	Reading Set 5: *CC: Cha. 2-4*	Module 5 Quiz 5 Case #4: Anodot
Feb 20 – Feb 26	TALC: Diffusion strategies for mainstream customers	Reading Set 6: *CC: Cha. 5-6*	Module 6 Quiz 6 Case #5: Choosy
Feb 27 – Mar 5	TALC: Managing the Technology Adoption Lifecycle	Reading Set 7: *CC: Cha. 7*	Module 7 Quiz 7

		Simulation Readings (in game)	Simulation 1: Crossing the Chasm
Mar 6 – Mar 12	Spring Break! No Class this Week		
Mar 13 – Mar 19	Disruptive Innovation: The innovator's dilemma	Reading Set 8: ID: Intro & Cha. 1 *What is Disruptive Innovation?*	Module 8 Quiz 8 Case #6: SpaceX
Mar 20 – Mar 26	Disruptive Innovation: Strategies for Disruptors	Reading Set 9: ID: Cha. 2 & 4 *Know Your Customers' Jobs to be Done*	Module 9 Quiz 9 Case #7: Lilium
Mar 27 – Apr 2	Disruptive Innovation: The problem of dual Transformation	Reading Set 10: ID: Cha. 5-6 *Two Routes to Resilience*	Module 10 Quiz 10 Case #8: Disruption in Detroit: Ford, Silicon Valley, and Beyond
Apr 3 – Apr 9	Disruptive Innovation: Formulating & Implementing Digital Strategy	Reading Set 11: ID: Cha. 7-9 *Simulation Readings (in game)*	Module 11 Quiz 11 Simulation #2: BackBay Batteries
Apr 10 – Apr 16	Designing an AI-Powered Organization	Reading Set 12: *SB: Intro – Cha. 2* *AI Cha. 4*	Module 12 Quiz 12 Case #9: TikTok
Apr 17 – Apr 23	Designing an AI-Powered Organization	Reading Set 13: *SB: Cha. 3-4* *AI Cha. 5*	Module 13 Quiz 13 Case #10: Ant Financial

Apr 24 – Apr 30	Designing an AI-Powered Organization	Reading Set 14: *SB: Cha. 5-6* *AI Cha. 6*	Module 14 Quiz 14 AI Automation Plan (Due May 7)
May 1 – May 7	Designing an AI-Powered Organization	Reading Set 15: *SB: Cha. 7-8* *AI Cha. 7*	Module 15 Quiz 15 AI Automation Plan (Due May 7)

Course Summary:

Date	Details	Due
Thu Jan 19, 2023	**Leader Tech-Based Org: Optional Office Hours & Case Discussions** (https://canvas.vt.edu/calendar?event_id=1124122&include_contexts=course_168287)	8pm to 9pm
Sun Jan 22, 2023	**Case Analysis Coach Tutorial** (https://canvas.vt.edu/courses/168287/assignments/1681432)	due by 11:59pm
	Quiz #1 (https://canvas.vt.edu/courses/168287/assignments/1681416)	due by 11:59pm
	Student Introductions (https://canvas.vt.edu/courses/168287/assignments/1681429)	due by 11:59pm
Thu Jan 26, 2023	**Leader Tech-Based Org: Optional Office Hours & Case Discussions** (https://canvas.vt.edu/calendar?event_id=1124123&include_contexts=course_168287)	8pm to 9pm

Date	Details	Due
Sun Jan 29, 2023	Case #1: Moderna (https://canvas.vt.edu/courses/168287/assignments/1681424)	due by 11:59pm
	Quiz #2 (https://canvas.vt.edu/courses/168287/assignments/1681417)	due by 11:59pm
Thu Feb 2, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124124&include_contexts=course_168287)	8pm to 9pm
Sun Feb 5, 2023	Case #2: VideaHealth (https://canvas.vt.edu/courses/168287/assignments/1681423)	due by 11:59pm
	Quiz #3 (https://canvas.vt.edu/courses/168287/assignments/1681411)	due by 11:59pm
Thu Feb 9, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124125&include_contexts=course_168287)	8pm to 9pm
Sun Feb 12, 2023	Case #3: Facebook & the Metaverse (https://canvas.vt.edu/courses/168287/assignments/1681428)	due by 11:59pm
	Quiz #4 (https://canvas.vt.edu/courses/168287/assignments/1681404)	due by 11:59pm
Thu Feb 16, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124126&include_contexts=course_168287)	8pm to 9pm
Sun Feb 19, 2023	Case #4: Anadot (https://canvas.vt.edu/courses/168287/assignments/1681427)	due by 11:59pm
	Quiz #5 (https://canvas.vt.edu/courses/168287/assignments/1681412)	due by 11:59pm

Date	Details	Due
Thu Feb 23, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124127&include_contexts=course_168287)	8pm to 9pm
Sun Feb 26, 2023	Case #5: Choosy (https://canvas.vt.edu/courses/168287/assignments/1681430)	due by 11:59pm
	Quiz #6 (https://canvas.vt.edu/courses/168287/assignments/1681406)	due by 11:59pm
Thu Mar 2, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124128&include_contexts=course_168287)	8pm to 9pm
Sun Mar 5, 2023	Quiz #7 (https://canvas.vt.edu/courses/168287/assignments/1681414)	due by 11:59pm
Wed Mar 8, 2023	Simulation #1: Crossing the Chasm (https://canvas.vt.edu/courses/168287/assignments/1681451)	due by 11:59pm
Thu Mar 16, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124130&include_contexts=course_168287)	8pm to 9pm
Sun Mar 19, 2023	Quiz #8 (https://canvas.vt.edu/courses/168287/assignments/1681407)	due by 11:59pm
	Case #6: SpaceX (https://canvas.vt.edu/courses/168287/assignments/1681425)	due by 11:59pm
Mon Mar 20, 2023	Quiz #9 (https://canvas.vt.edu/courses/168287/assignments/1681418)	due by 11:59pm

Date	Details	Due
Wed Mar 22, 2023	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119904&include_contexts=course_168287)	12am
	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119905&include_contexts=course_168287)	12am
Thu Mar 23, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124131&include_contexts=course_168287)	8pm to 9pm
Fri Mar 24, 2023	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119906&include_contexts=course_168287)	12am
	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119907&include_contexts=course_168287)	12am
	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119908&include_contexts=course_168287)	12am
Sun Mar 26, 2023	Case #7: Lilium (https://canvas.vt.edu/courses/168287/assignments/1681426)	due by 11:59pm
Thu Mar 30, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124132&include_contexts=course_168287)	8pm to 9pm
Fri Mar 31, 2023	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119909&include_contexts=course_168287)	12am
	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119910&include_contexts=course_168287)	12am

Date	Details	Due
Sun Apr 2, 2023	Case #8: Disruption in Detroit (https://canvas.vt.edu/courses/168287/assignments/1681422)	due by 11:59pm
	Quiz #10 (https://canvas.vt.edu/courses/168287/assignments/1681413)	due by 11:59pm
	Simulation #2: Disruptive Innovation (https://canvas.vt.edu/courses/168287/assignments/1681452)	due by 11:59pm
Thu Apr 6, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124133&include_contexts=course_168287)	8pm to 9pm
Sun Apr 9, 2023	Quiz #11 (https://canvas.vt.edu/courses/168287/assignments/1681408)	due by 11:59pm
Thu Apr 13, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124134&include_contexts=course_168287)	8pm to 9pm
Sun Apr 16, 2023	Case #10: Ant Financial (https://canvas.vt.edu/courses/168287/assignments/1681421)	due by 11:59pm
	Case #9: TikTok (https://canvas.vt.edu/courses/168287/assignments/1681420)	due by 11:59pm
	Quiz #12 (https://canvas.vt.edu/courses/168287/assignments/1681415)	due by 11:59pm
Wed Apr 19, 2023	VT SPOT (https://canvas.vt.edu/calendar?event_id=1119911&include_contexts=course_168287)	12am
Thu Apr 20, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124135&include_contexts=course_168287)	8pm to 9pm

Date	Details	Due
Sun Apr 23, 2023	Quiz #13 (https://canvas.vt.edu/courses/168287/assignments/1681409)	due by 11:59pm
Thu Apr 27, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124136&include_contexts=course_168287)	8pm to 9pm
Sun Apr 30, 2023	Quiz #14 (https://canvas.vt.edu/courses/168287/assignments/1681410)	due by 11:59pm
Thu May 4, 2023	Leader Tech-Based Org: Optional Office Hours & Case Discussions (https://canvas.vt.edu/calendar?event_id=1124137&include_contexts=course_168287)	8pm to 9pm
Sun May 7, 2023	Quiz #15 (https://canvas.vt.edu/courses/168287/assignments/1681405)	due by 11:59pm
	AI Automation Project (https://canvas.vt.edu/courses/168287/assignments/1681431)	due by 11:59pm