COURSE NUMBER: ISTM 6224.DE (3 grad credits)

COURSE TITLE: Management of Technology and Innovation (online version)

COURSE DESCRIPTION: Fundamentals of technology innovation as practiced in both corporations and public-sector organizations. Competitiveness of technical firms in global markets. Management concepts and practices useful in enhancing corporate innovation in global markets. Intended for students from the GW MSIST and MBA and other grad programs. No technology background expected.

PREREQUISITES: None.

INSTRUCTOR: Professor Richard G. Donnelly
Dept of Information Systems & Technology Management
Funger Hall 515
Phone: 202-994-7155 Email: rgg@gwu.edu
Hours: Monday 2:00-6:00 pm and by appointment

LEARNING OBJECTIVES: To promote more effective innovation management by technologists and scientists; and to increase the awareness of issues of technological innovation for non-technical managers.

At the conclusion of the course the student will be able to:

• Demonstrate a working knowledge of the basic principles of technology innovation.
• Employ management best-practices useful in accomplishing technology innovation.
• Recognize new opportunities for introducing innovation in wide-ranging organizational settings.
• Critically assess approaches to innovation taken within one’s own organization and in competitor organizations.
• Better understand competitive advantage in technology markets and use this to the advantage of one’s own firm.
• More effectively lead technology projects and science and technology professional staff.
• Contribute to the creation of an internal environment and culture more supportive of innovation.
• Understand the influence of national and regional policy on the practice of innovation in the U.S. and internationally.
eText ISBN: 9781259737817, 1259737810*


ASSIGNMENTS AND GRADING:  
1. Briefing papers and cases (3-4) 30 %  
2. Quizzes (3) 55  
3. Discussions/Custom Learning 15  
  100 %

ONLINE MODE: Content is organized into 14 weekly topical sessions all presented online. Weekly online sessions are opened Monday at 6:00 pm and close at 6:00 pm the following Monday. Study of online sessions is in other respects self-paced and with flexible timing. Online sessions involve introductory filmed lecture segments accompanied by narrated lecture slides provided on Blackboard. Online discussion forums and reading assignments associated with each session must be completed weekly.

CONTACT HOURS: Students will spend approximately 2.5 hours per week studying the online narrated lectures and an additional hour per week on video content and discussion forums. Required reading, written papers or projects, custom learning and periodic quizzes are expected to average 6 hours per week. Over the course of the semester students will spend 35 hours in self-study and interactive instructional time and 85 hours preparing readings and assignments.

PAPERS & CASES: Briefing papers and case studies will be submitted *electronically through Blackboard* (see below). Briefing papers and case writeups must be the student's original work written exclusively for this course. Topics will be assigned from time-to-time during the course. Exams are taken on Blackboard.

BLACKBOARD: This course will employ Blackboard for several purposes. All work assignments will be submitted electronically through Blackboard. There will be a folder for each assignment to which students upload their submitted work. The required format for submissions is a Word document. A document in pdf format may be submitted to the instructor as a supplement to the electronically submitted Word file, if graphics or other formatting problems arise. In this case, a hardcopy original may also be submitted directly to the instructor to display color or complex graphics.

All course handouts, with the exception of lecture slides, will be available through Blackboard. Most handout files will be downloadable in pdf format. Lecture slides are only available as hardcopy or by fax. A full hardcopy lecture slide set will be delivered by mail during the first week of the term. Readings and assignments are due on the schedule given in this syllabus or a more recent
update. The latest schedule, reflecting any changes that have been made, will always be that given in Blackboard. There is a possibility of falling behind in online courses, so policy on late papers will be strict.

The exams are taken on Blackboard. The exams are opened on the day and time indicated in the Syllabus and online submittal of the exams is due 6 hours later. More detail on the exams will be provided subsequently.

All email submitted to the instructor regarding this course must be sent to rgd@gwu.edu and have the phrase “ISTM 6224” in the subject line.

**ACADEMIC INTEGRITY:** The code of academic integrity applies to all courses in the George Washington University School of Business. Please become familiar with the code. All students are expected to maintain the highest level of academic integrity throughout the course of the semester. Please note that acts of academic dishonesty during the course will be prosecuted and harsh penalties may be sought for such acts. Students are responsible for knowing what acts constitute academic dishonesty. The code may be found at: [http://www.gwu.edu/~integrity/code.html](http://www.gwu.edu/~integrity/code.html)

**UNIVERSITY POLICIES:** Religious Accommodation:

Students should notify faculty during the first week of the semester of their intention to be absent from class on their day(s) of religious observance. Faculty should extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations. Faculty who intend to observe a religious holiday should arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

Disability Support Services (DSS):

Any student who may need an accommodation based on the potential impact of a disability should contact the Disability Support Services office at 202-994-8250 in the Rome Hall, Suite 102, to establish eligibility and to coordinate reasonable accommodations. For additional information please refer to: [gwired.gwu.edu/dss/](http://gwired.gwu.edu/dss/)

**Mental Health Services (202-994-5300):**

The University’s Mental Health Services offers 2/7 assistance and referral to address students’ personal, social, career, and study skills problems. Services for students include: crisis and emergency mental health consultations confidential assessment, counseling services (individual and small group), and referrals. [counselingcenter.gwu.edu/](http://counselingcenter.gwu.edu/)
ISTM 6224.DE: Management of Technology and Innovation (online version)
Spring 2017 (v. 11 Jan)

Course Outline

Topic 1: Introduction and overview
Topic 2: Innovation in technical markets
Topic 3: Environment for technology innovation
Topic 4: Performance of technology innovator firms
Quiz 1: Quiz 1 on Topics 1-4
Topic 5: Strategy for technology innovation
Topic 6: Strategy for product innovation
Topic 7: Culture for technology innovation
Topic 8: Culture for technical creativity
Quiz 2: Quiz 2 on Topics 5-8
Topic 9: Architecture: Setting innovation policy
Topic 10: Architecture: Structure Options
Topic 11: Leading: General management in innovation firms
Topic 12: Leading: Managing knowledge workers
Topic 13: Executing: Managing innovation project

Topic 14: Executing: New product development
Quiz 3: Quiz 3 on Topics 9-14

Customized Learning Assignments:

Required: Off-site or virtual lecture attendance totaling 2 hrs contact time.
Extra credit: Off-site or virtual lecture attendance totaling an additional 2 hrs contact time (optional).

NOTE: In accordance with university policy a final exam will be given during the final exam period and not the last week of the semester. ISTM 6224 does not have a comprehensive final exam, but rather assigns quizzes that individually cover several weeks of content. These are scheduled periodically during the term as indicated in the schedule above.