Course Instructor: Adjunct Instructor Henry Paik
Telephone: 443-756-0102
Email: hpaik2@gmu.edu
Office Hours: By appointment
Communication Policy: I will answer phone, texts, or emails within 24 hours

Course Location/Meeting Times: Wednesdays 6:30-10:00 pm
January 30th – April 3rd
Arlington Campus
Founders Hall, Room 477

Course Materials: Harvard course pack: TBD

Course Web Page: On Blackboard

Course Description:
The aim of this course is to help students develop a strong conceptual foundation for managing technological innovation. It introduces concepts and frameworks for analyzing how firms can create, commercialize and capture value from products and services. We cover the formulation of innovation strategies, the process of developing new products and services, and how to create and manage an innovative organization to drive revenue growth. We discuss traditional internal R&D, as well as the concepts of open innovation and innovation tournaments as ways to create and select new opportunities for innovation.

Course Objectives:
Students should understand and apply concepts to address the following questions:
- Why are corporations so concerned with innovation?
- How do countries and corporations foster innovation? Specifically, what is the role of country, university and corporate R&D, what innovation strategies are commonly employed, and how are innovations classified? When is open innovation applicable?
- How do we take ideas or technologies and end up with at least one successful product/service?
- How do we forecast new and uncertain technologies?
- What will the future bring for hot topics within innovation and technology such as green/sustainable design?

Prerequisites:
MBA 730-001 – Management of Technology and Innovation Processes
Spring 2019
Adjunct Instructor Henry Paik
Admission to MBA program. It is assumed that each student is familiar with word processors and spreadsheets.

**Class Procedure:**
The class can be described as a mix of lectures, cases, discussions, and activities/games. Students are encouraged to discuss their own work experience when relevant to the class material, even during lectures. Please read the assigned articles and chapters before class. In addition, there will be several case studies during the semester for which you should come fully prepared. See the section on case studies. The hope is that the students learn as much from each other as they do from lectures and assignments.

**Laptop Policy:**
Students are allowed to utilize laptops during class for a variety of purposes; however, as this class will be heavily interactive and discussion-based, the use of laptop should be limited. There will be one game/simulation in which a laptop will be required. Please remember to bring the laptop to class that day or you will not be able to participate and will receive a 0 for that assignment.

If you do not have a laptop, speak with me in order to arrange for one to be made available to you during this specific class.

**Attendance:**
It is expected that each student be prepared for class including having prepared assigned material. In addition, it is expected that each student be in attendance at each class session. Missing classes and tardiness will negatively affect your class participation grade. Please inform me in advance if you plan to miss a class for any reason (e.g., work, religious reasons, emergency, personal, etc.). Missing class does not excuse you from submitting assignments.

**Inclement Weather and Campus Emergencies:**
Information regarding weather-related changes in the University’s schedule will be provided on the GMU website and via Mason Alert. Students sign up for the Mason Alert system to provide emergency information of various sorts at [https://alert.gmu.edu](https://alert.gmu.edu)
Course Assignments

Case Studies (30%):
Case studies provide excellent hands-on opportunities for students to apply skills learned in this course, as well as others from your MBA. For each case you should read it, attempt the analysis and come prepared with your recommendation. I may cold call students to ask them to present solutions. In preparing a case, students may neither use notes from any sources (such as the Internet and previous classes) nor obtain help from anyone.

Cases can be found the reader from Harvard Business Publishing. There will be three (3) individual case write-ups over the semester.

Your analysis is due through SafeAssign and the BB assignment feature before class and each is worth 100 points. A report should include (but is not limited to) sections such as introduction, problem statement, case analysis, recommendations, and implementation issues. A good report would avoid extensive reiteration of case content and would thoroughly address the case issues, providing concrete recommendations.

Class Participation (15%):
Class Participation is taken seriously. I expect all class members to come to class, be prepared, and to discuss the cases or material assigned. Class participation is a large part of your grade so please come to class prepared and contribute.

Current Event/Articles (10%):
Throughout the course, students will be asked to research a current event/article that has to deal with technology innovation and/or processes. These articles can be taken from any media or even personal experiences. The student should bring a copy of the article (e.g., printed article, URL to website/video, etc.) prepare a short overview/summary and discuss what they found interesting about that topic, any lessons learned, or outstanding questions raised after finishing the article.

Students must submit the information above to BB prior to class. These should only be 1 to 2-pages in length. A total of three (3) current event articles will be assigned for the course.

In addition to posting their own current event/articles, each student must engage in MEANINGFUL discussion on AT LEAST THREE current events other than their own.

Leadership Interview (5%):
Students will interview a leader within the community on the topic of innovation within their organization. The interview questions are up to the student but should include basic questions that provide background on the interviewee and their organization, provide insight into the importance of innovation, and the strategies employed by within that organization.

Students must submit the information above to BB prior to class. These should only be 1 to 2-pages in length.

Innovation Simulation/Game (10%):
An online simulation/game will allow students to take the decision-making reigns of an organization and to implement certain strategies in order to overcome struggles and maximize results. One class
will be dedicated to playing a practice game in order to understand the workings of the simulation followed by a competitive game that will account for a portion of the grade. Please remember to bring the laptop to class that day or you will not be able to participate and will receive a 0 for that assignment.

**Final Project (30%):**
A final project, involving a written report (15%) and a presentation (15%), will be assigned. Each student will decide on a topic that will must be approved by the instructor. Details will be handed out in class.

**Grading:**
The course grade will be out of a total of 1000 points. The breakdown is as follows. Your total point score out of 1000 determines your final letter grade.

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<thead>
<tr>
<th>ASSIGNMENT</th>
<th>POINTS</th>
<th>FINAL GRADE PERCENTAGE</th>
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</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>150</td>
<td>15%</td>
</tr>
<tr>
<td>Current Event Articles (3 x 33.3 pts)</td>
<td>100</td>
<td>10%</td>
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<tr>
<td>Leadership Interview</td>
<td>50</td>
<td>5%</td>
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<tr>
<td>Case Studies (3 x 100 pts)</td>
<td>300</td>
<td>30%</td>
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<tr>
<td>Innovation Simulation/Game</td>
<td>100</td>
<td>10%</td>
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<tr>
<td>Final Report</td>
<td>150</td>
<td>15%</td>
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<tr>
<td>Final Presentation</td>
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<td><strong>Total</strong></td>
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**Grading Scale:**

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<tr>
<th>LETTER GRADE</th>
<th>PERCENTAGE RANGE</th>
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<tbody>
<tr>
<td>A</td>
<td>93% to 100%</td>
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<tr>
<td>A-</td>
<td>90% to 92%</td>
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<tr>
<td>B+</td>
<td>87% to 89%</td>
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<tr>
<td>B</td>
<td>83% to 86%</td>
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<td>B-</td>
<td>80% to 82%</td>
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<td>C+</td>
<td>77% to 79%</td>
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<td>C</td>
<td>73% to 76%</td>
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<tr>
<td>C-</td>
<td>70% to 72%</td>
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<tr>
<td>D+</td>
<td>67% to 69%</td>
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<tr>
<td>D</td>
<td>63% to 66%</td>
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<td>D-</td>
<td>60% to 62%</td>
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Standard mathematical rounding will apply.

**Late assignments:**
As a general rule, late assignments will not be accepted except in extreme circumstances. Should such an extreme circumstance occur, students should communicate with me ASAP, and these will
be handled on a case-by-case basis. I reserve the right to refuse or apply penalties based on the circumstance and promptness of notice.

**Questions:**
All students are encouraged to bring questions, concerns and comments to my attention as soon as they arise. *Please do not wait!*

Grade appeals must be submitted to me within two (2) weeks of receiving your assignment grade.

Once final grades are submitted, changes to grades will only be made to correct errors in tallying scores. In addition, there is a feedback section on BB under Discussion Board that allows anonymous comments to encourage your feedback.
Mason and School of Business Standard Policies and Requirements

Program Learning Goals:
1. Teaming & Leading: Demonstrate the team leadership and interpersonal skills needed to form, lead, and work effectively on diverse organizational teams.
2. Knowledge of Functional Business Disciplines: Demonstration knowledge of all core functional areas of business and an ability to integrate them into a meaningful firm level perspective.
3. Analytical Decision Making: Demonstrate the ability to analyze uncertain complex management situations using appropriate tools, techniques, and information systems for decision-making.
4. Communication Skills: Demonstrate written, oral, and presentations skills necessary to explain problems and solutions effectively and persuasively.
5. Ethics and Social Responsibility: Demonstrate knowledge of ethical decision making considerations, corporate social responsibility, and sustainability practices.
6. Global Awareness: Identify relevant economic, political, and social factors that impact business conducted both within and across national boundaries.

School of Business Standards of Behavior:
The mission of the School of Business at George Mason University is to create and delivery high-quality educational programs and research. Students, faculty, staff, and alumni who participate in these educational programs contribute to the well-being of society. High-quality educational programs require an environment of trust and mutual respect, free expression and inquiry, and a commitment to truth, excellence, and lifelong learning. Students, program participants, faculty, staff, and alumni accept these principles when they join the School of Business community. In doing so, they agree to abide by the following standards of behavior:
- Respect for the rights, differences, and dignity of others
- Honest and integrity in dealing with all members of the community
- Accountability for personal behavior

Integrity is an essential ingredient of a successful learning community. Ethical standards of behavior help promote a safe and productive community environment and ensure every member of opportunity to pursue excellence. School of Business can and should be a living model of these behavioral standards. To this end, community members have a personal responsibility to integrate these standards into every aspect of their experience at the School of Business. Through our personal commitment to these Community Standard of Behavior, we can create an environment in which all can achieve their full potential.

Honor Code Statement:
The Honor System and Code adopted by George Mason University will be enforced for this class:

Mason Honor Code

In your work on all written assignment, keep in mind that you may not present as your own the words, the work, or the opinions of someone else without proper acknowledgement. You also may not borrow the sequence of ideas, the arrangement of material, or the pattern of thought of someone else without proper acknowledgement. Please note: Faculty are obligated to submit any Honor Code violations or suspected violations to the Honor Committee without exception.
Please refer to the School of Business Honor Code ViolationsSanctions for Graduates.

**Disability:**
If you have a disability and you need academic accommodations, please see me and contact the Office of Disability Services (ODS) at 703.993.2474. All academic accommodations must be arranged through the ODS. Please take care of this during the first two weeks of the semester. More information about ODS is available at [https://ds.gmu.edu/](https://ds.gmu.edu/)

**Notice of mandatory reporting of sexual assault, interpersonal violence, and stalking:** As a faculty member, I am designated as a “responsible Employee,” and must report all disclosures of sexual assault, interpersonal violence, and stalking to Mason’s Title IX Coordinator per University Policy 1202. If you wish to speak with someone confidentially, please contact one of Mason’s confidential resources, such as the Student Support and Advocacy Center (SSAC) at 703.380.1434 or Counseling and Psychology Services (CAPS) at 703.993.2380. You may also seek assistance from Mason’s Title IX Coordinator by calling 703.993.8730 or emailing titleix@gmu.edu