

Syllabus for MGT-340
Seminar in Management (Entrepreneurship and Innovation)

COURSE INFORMATION

Location: SFHB 370

Lecture time will be Mondays and Wednesdays: 11:00 AM to 12:15 PM

Zoom Link is <https://illinoisstate.zoom.us/j/99757489554> (Under extenuating circumstances)

INSTRUCTOR INFORMATION

Professor: Dr. Avimanyu (Avi) Datta, Ph.D. Professor of Strategy & Entrepreneurship, and Director of Means Center for Entrepreneurial Studies

Phone: 309-438-7991 (Office)

Email: adatta@ilstu.edu

Office Location: SFHB 214A (Director's suite at Means Center for Entrepreneurship)

Office Hours: Mondays and Wednesdays, 12:30 PM to 1:30 PM (or send me an email)

Website: <https://about.illinoisstate.edu/adatta/profile/> (Professional)
<https://avi-datta.com/> (Author)

Other Information:

1. Indian Born American
2. Undergraduate Degree in Computer Science from the University of London, UK.
3. Master's in Information Systems from Hawaii Pacific University, USA.
4. Doctorate in Business Administration (Technology, Innovation, and Entrepreneurship) from Washington State University, USA.
5. Rank with University – Full Professor
 - a. Director of the Means Center for Entrepreneurial Studies
 - b. 2023-2024 Gemberling Scholar in Business
6. Visiting Scholar at Hitotsubashi University, Tokyo, Japan.
7. Senior Fellow with Peter Drucker and Masatoshi Ito Graduate School of Business at Claremont Graduate University, CA, USA
8. Global authority in the areas of Breakthrough Innovation, Management of Innovation, Radical Innovation.
9. Hobbies—Artist, Watch collector, Fountain pen collector, Coffee Brewing
10. Amazon bestselling Sci-Fi Author for The Time Corrector Series
(<https://www.amazon.com/stores/Avi-Datta/author/B09MWMCGFZ>)

COURSE DESCRIPTION:

The course will provide an overview of the theoretical models and tools necessary for understanding and analyzing innovation in business and ways in which the concomitant organizational change can be managed. The course will help you identify the sources, types, and patterns of innovation (inventors, basic/applied and product/process R&D, sources of research funding), innovations by users, complements, technological spillovers, and more. We will also discuss innovations arising not only from technological change but also from industries, markets, society, competitive change, and the interactions among them.

The course will explain how firms learn and consequently adopt competencies, tactics, strategies, organizational structures, and routines to exploit innovations. We will explore how firms choose from among multiple innovations when resources are limited, along with other issues such as organizational learning, strategic flexibility, competition v. cooperation in innovation, and first v. second-mover

advantages. We also will examine open-sourcing and open innovation, and explore what they entail for traditional models of business that rely on property rights for the creation of economic rents.

Much like the industries we will study, this course is designed to be fast-paced, and so you must come to class prepared and ready to discuss designated topics. Additionally, over the semester, you will work in groups to analyze an innovation-related problem. There will be several points during the semester when you can receive assistance and ensure that you are making progress on this major assignment.

The goals of the course are:

- To learn about the theories, models, and frameworks that constitute the body of knowledge on innovation management, and why they are important.
- To learn how those theories, models, and frameworks are applied in practice.
- To synthesize the theories, models, frameworks, and tools of analysis within the context of a real-world innovation problem.
- To use all of the above toward communication and group work.

REQUIRED TEXT

Schilling, M.A. *Strategic management of technological innovation*. New York: McGraw-Hill Publishers.
ISBN10: 1265766509 | **ISBN13:** 9781265766504. 7th Edition. (You can buy 6th or 5th Edition if they are cheaper)

GRADE COMPOSITION (Course Total 600 points)

Assignments	Points	Percentage	Mode of Submission
Exam 1 (Separate Multiple Choice and Essay)	100	16.67%	CANVAS
Exam 2 (Separate Multiple Choice and Essay)	100	16.67%	CANVAS
Exam 3 (Separate Multiple Choice and Essay)	100	16.67%	CANVAS
Final Exam (Only Multiple Choice)	100	16.67%	CANVAS
Individual Participation	30	5.00%	
Semester-Long Group Project Presentation 60 points (Slide Deck 20, Presentation 20, Q&A 20)	60	10.00%	PPT in class
Semester-Long Group Project Paper	60	10.00%	Email to adatta@ilstu.edu
Peer Evaluations	50	8.33%	Hard Copy
TOTAL	600	100%	

INDIVIDUAL POINTS

EXAMS (400 Points)

There will be **four closed-book, closed-note exams** (covering text, lectures, readings) over the semester to evaluate your understanding of the material and give you feedback about where you may need to focus more attention. The first three Exams have two parts:

1. **Multiple choice:** For each Exam 1, 2, and 3, there will be 50 multiple-choice questions. Links to *Exams-Multiple Choice* will be found in CANVAS under “**Class Schedule**”.
2. **Essay type:** For each Exam 1, 2, and 3, there will be two essay-type questions. Links to *Exams-Essay* will be found in CANVAS under “**Class Schedule**”.

Please note: You are all juniors or seniors, and it is expected that you will write professionally.

- Write in complete sentences.

- Omit using words like “ you” when you are referring to a firm, etc.
3. Final Exam: A final exam of 50 questions (Multiple/ True or False). Link to Final Exam will be found in CANVAS under “**Class Schedule**”.

NOTE: All Exams will be live on the first day of class and will disappear on the day of the exam at 11:55 PM. In case you are traveling on the day of the exam, this will give you the flexibility to attempt it earlier. Exams will be found in CANVAS under MODULES (See Class Schedule) and under SYLLABUS.

As a general rule, there is a 20% dock off points for each day late in turning in an assignment or delaying an exam. If you know you will be missing an EXAM, you can always take it earlier.

Class Attendance and Participation (20 Points)

I expect you to attend and contribute to every class session in civil, constructive, and value-adding ways. Be prepared for each session by reading the assigned chapters or cases, offering your answers when called on in class, and at appropriate times raising your hand and offering keen insights, probing questions, valuable summaries, and so on. There will be 60 points for class participation. **While attendance is necessary, it is not sufficient.** Students must go beyond being present to get high points and in-class participation. For instance

1. I expect you to answer questions correctly when asked.
2. I expect you to volunteer and answer when I don’t direct a question to a specific student.

GROUP POINTS (the class is broken into groups for a Semester-long Group Project)

Semester-long Group Project

Typical projects will focus on either a public company or a division/business-unit of a public company, and a critical innovation issue that it is currently facing. You will identify and analyze a topic of your choosing (though topics must be approved by me and will deal with innovation by a large corporation and management of that process). You might not be able to gather enough information on your company/division to analyze every aspect of innovation covered in our course, but you must be able to analyze in terms of both the content and process of innovation. You also must provide specific and well-reasoned recommendations that integrate well with your analysis.

PowerPoint (60 Points)

Your team will give a **PowerPoint presentation** of your analysis (providing enough detail about your case to make it coherent) in class. You will have 25 minutes to present, plus 10 minutes for questions. Please bring a copy of the slides for me (4 per page is fine); handouts for the rest of the class are appreciated but not required. The PowerPoint is worth 60 points (Slide Deck: 20; Delivery: 20; Q&A:20).

- Contents
 - Executive Summary
 - Milestones (briefly describe what the case is about and problems incurred)
 - Organization and Industry Analysis
 - Industry Analysis: Porter’s five forces
 - Distinctive Competencies of the firm
 - Resources and Capabilities
 - Organization Structure
 - Current Challenges: What are some of the current challenges with the company? Are they related to products, processes, services, mergers, industry, etc.

- Recommendations: How do you propose the problems be solved? What are your future directions?

Final Paper (60 Points)

You will write a final paper on your analysis. **Check the due date in the schedule (last page of the syllabus).** A hard copy is not required; an email with an attachment to adatta@ilstu.edu is required. This is worth 60 points.

- **Not to exceed 41 pages (Check Schedule for due date)**

- Contents
 - Executive Summary
 - Milestones (Some of the key developments/ launching of key products, expansion, etc.)
 - Organization and Industry Analysis
 - Industry Analysis: Porter's five forces
 - Distinctive Competencies of the firm
 - Resources and Capabilities
 - Organization Structure
 - Current Challenges: What are some of the current challenges with the company? Are they related to products, processes, services, mergers, industry, etc.
 - Recommendations: How do you propose the problems be solved? What are your future directions?
- **As a general rule, there is a 20% dock off points for each day late in turning in the paper.**
- **NOTE: Please name your Final Submission as FINAL-PAPER- TEAM X.DOC. Where X is the no. assigned to your team. References of your paper must be in AMR Style. The style can be downloaded from "Class Schedule" under CANVAS.**

Peer Evaluation: 50 points are reserved for peer Evaluations. **Check the schedule for the due date.** You can download that from **CANVAS, under "Class Schedule"**. Please bring a printed copy to class. I will not open attachments over email. Please identify your groups clearly in the proper place. I will not decipher your group number.

Criteria for Evaluation

We are building a "world-class" business school with high standards and expectations. As such, this course will be rigorous, and grading will be demanding. The table below shows how the percentage scores on each assignment correspond to letter grades. There will typically be no "curving" of the grade distribution.

Letter Grade	Point Score
A	≥ 90%
B	≥ 80%
C	≥ 70%
D	≥ 60%
F	< 60%

Disabilities. All accommodations must be approved through the Disability Resource Center (DRC), which can be contacted at 309-438-5853. The student must complete an accommodation form with the DRC staff with enough lead time to make accommodations.

Grade Appeals. Appeals on test questions will only be considered within one week after the answers are posted on the web. Requests should be made in writing (email will suffice), explaining the rationale for the incorrect grade.

Email. Provide your full name and class number. I don't respond to anonymous emails.

Late For or Absent From Lectures. It is your responsibility to get the notes and to check the class website for announcements in case you miss a class.

POLICIES

I expect each student to attend and contribute to every class session in civil, constructive, and value-adding ways. Be prepared for each session by reading the assigned chapters or cases, offering your answers when called on in class, and at appropriate times raising your hand and offering keen insights, probing questions, valuable summaries, and so on. Students will also be evaluated based on their level of professionalism in class and class-related activities outside of class.

Note: You are responsible for getting the messages and checking the class website for announcements if you miss a class.

Make-Ups: Only legitimate, instructor-approved absences will be accepted for make-up exams. No late work is acceptable unless an extreme emergency occurs, and I have approved an extension. Failure to complete all parts of the course by the assigned dates will result in zero points for the assignment. **Generally, there is a 20% penalty for each day late in turning in an assignment or delaying an exam. If you know you will miss an EXAM, you must contact me (by email) before the Exam time.**

Cheating and plagiarism. Anyone who cheats (e.g., using unfair means during tests) more than once will receive an F for the entire course. Examples of Plagiarism in this class are, but not restricted to, (a) using other people's work and ideas without giving them credit for it, (b) using past exams on Course Hero, StudyBlue, etc.¹, (c) cheating/copying during exams, (d) copying from class PowerPoint slides, copying from AI, etc. Cheating or plagiarism of any kind is not acceptable. This applies to all class assignments. The course aims to learn; *you do not learn by copying someone else's work*. The first offense results in a zero for the student's plagiarized assignment. A second offense results in an F for the entire course.

Other Policies: You are responsible for all information presented in the class, for all interpretation requirements of applications for all handouts distributed (in class or on the course website), and practicing as many exercises as necessary to learn the material. There should not be any disturbances from cellular phones or other devices during lectures and exams.

Incomplete Grade: A request for a grade of "I" (incomplete) will be granted only if unavoidable circumstances beyond the student's control prevent them from completing the scheduled course. The student has achieved an average grade of "C" or better on all examinations scheduled before the time (which should be immediately before the request's final exam). The student should see the ISU catalog for the incomplete grade "I."

Professionalism. Inappropriate behavior, such as rudeness, verbal or written malicious and defamatory comments, cursing, yelling, or other threatening and intimidating behavior, either during lectures or outside of lectures, to either the Professor or office personnel, will result in an F in the class and additional academic, administrative, or legal penalties as permitted under University policies and procedures and Illinois State law.

Withdrawal Policy: Each student is expected to know the University **Withdrawal policy**; see Academic Policies and Practices at <http://www.arr.ilstu.edu/registrar/common/selectedpolicies8.stml>

¹ Note: Copies of past exams are not legally supposed to be available online, unless a student have take a photograph and have posted it. Using such materials will constitute plagiarism.

“Firing” of Team Members: If you have problems within your group, please let me know as soon as possible. Although it is a rare occurrence, a few students may try doing the least amount of work on team projects. This will force other group members to pick up the slack. Teams are authorized to “fire” unproductive members up to 30 days before their final report is due. Prior to doing so, teams considering this option must speak with me and provide evidence of non-contribution. A student who was fired from a team must complete all group work individually; the assignment requirements remain the same as they are for teams.

Professional Standards: I expect all students to be familiar with the “College of Business Standards of Professional Behavior and Ethical Conduct” (<http://www.cob.ilstu.edu/professionalstandards>). Please note that **only bottled water** may be consumed in the College of Business Building’s classroom wing and that all **cell phones** and other electronic devices should be **turned off** and stored away during classes unless otherwise permitted by the instructor. At Illinois State University, we are firmly committed to campus safety for everyone here. To be prepared in case of an emergency, please visit this link on campus safety: <http://admissions.illinoisstate.edu/community/safety.shtml>.

Exceptional Circumstances: The University may grant special requests for students to be absent for university business or trips. You may also be required to attend a job interview during class, or you may be unable to do any schoolwork due to a medical condition. If any of these circumstances apply, I will work with you as long as you provide appropriate documentation in advance of the absence (for disabling illness, please notify me via email as soon as possible). You must consult with me about such exceptional circumstances at the time they become known; allowances cannot be made for such events after they have occurred. If you have to miss class due to a [bereavement or extended illness](#) (3 or more consecutive class days), the [Dean of Students’ Office](#) can help. It is located in Room 387, Student Services Building (Campus Box 3090) and can be reached via phone: (309) 438-2008 and email: deanofstudents@illinoisstate.edu

A FINAL NOTE: If you find that you are having some trouble in class (e.g., with contributions, assignments, or team members), please inform me as soon as possible. I will do my best to help students who, despite their genuine efforts, are experiencing difficulty. Please do not raise such problems at the end of the semester or after you have received your final grades. I sincerely want you to succeed in this class, and to do so, we must work together to improve your performance during the semester.

Class Schedule (For more Details, see “Class Schedule” Under CANVAS)

Date	Class Activities	Chapters	Graded Activity
8/17/2026	Introductions		
8/19/2026	Form Groups, Lecture	Chapter 1	
8/24/2026	Lecture	Chapter 2	
8/26/2026	Lecture, Video (Tesla 1, Tesla 2)	Chapter 3	
8/31/2026	Lecture, Video	Chapter 4	
9/2/2026	Chapter 5	Chapter 5	
9/7/2026	No Lecture		
9/9/2026	No Lecture + EXAM 1		EXAM 1
9/14/2026	Lecture	Chapter 6	
9/16/2026	Lecture, Video (Andrew Macfee)	Chapter 7	
9/21/2026	No Lecture		
9/23/2026	Lecture, Video (Vijay Govindarajan)	Chapter 8	
9/28/2026	Lecture, Video (Gary Hamel: Management of Innovation)	Chapter 9	
9/30/2026	Lecture, Video (Gary Hamel: Reinventing Management)	Chapter 10	
10/5/2026	No Lecture + EXAM 2		EXAM 2
10/7/2026	Lecture, Video	Chapter 11	
10/12/2026	Lecture, Video (Mike Porter)	Chapter 12	
10/14/2026	Lecture, Video	Chapter 13	
10/19/2026	No lectureS + EXAM 3		EXAM 3
10/21/2026	No Class		
10/26/2026	Extended Office Hours		No class
10/28/2026	Extended Office Hours		No class
11/2/2026	Group Presentation (Group 1)		Peer Evaluation Due
11/4/2026	Group Presentation (Group 2)		
11/9/2026	Group Presentation (Group 3)		
11/11/2026	Group Presentation (Group 4)		
11/16/2026	Work on Final paper		No class
11/18/2026	Work on Final paper		No class
11/23/2026	THANKSGIVING		
11/25/2026	THANKSGIVING		
11/30/2026	EXAM 4		
12/2/2026			Final Paper Due