

**DOMINICAN UNIVERSITY**  
**Brennan School of Business**  
**MGMT 490 – Management Topics – Disruptive Innovation**  
**Syllabus - Fall 2017**  
(as of 7/10/17)

<b>Instructor:</b>	Mike Kiyosaki
<b>Office Hours:</b>	Tuesday & Thursday, 11:00-12:00am @Lewis 205 or by appointment
<b>Instructor Email:</b>	mkiyosaki@dom.edu
<b>Student Email:</b>	Student communication will be thru your xxxxx@dom.edu address. Please ensure it is updated in Canvas and myDU.

**COURSE OBJECTIVES :**

A disruptive technology or disruptive innovation is an innovation that helps create a new market and eventually disrupts an existing market and can cause great companies to fail. Digital storage, cloud computing, cameras, phones, television, drones, automobiles, consumer apps are all examples. This class will explore the business implications for innovators, laggards and followers. In addition, we will take an in depth look at a few specific innovations including their business model, impact on value chains, strategic marketing approach and financial valuations. The course will be augmented by occasional outside speakers and exposure to core business issues. *Class participation, critical thinking, teamwork and expanding your “comfort zone” are key attributes of this class.*

**EXPECTED LEARNING OUTCOMES**

Upon successful completion of this course, students should be able to:

- Understand and apply the major principles of innovation and disruption.
- Recognize the nature and importance of aligning an organization’s structure, processes and profit model to foster an innovative culture.
- Analyze industry structure and trends to identify innovation opportunities and sustainability
- Recognize how managers balance strategic planning processes to unlock innovation within a company and position a business for growth.
- Understand the principles of decision making, the impact of globalization, and the process of organizational change.
- Understand basic business models, value chains and market valuations of disruptive companies

**PREREQUISITES**

Accounting 102, Marketing 250 and Junior/Senior standing

**MEETING TIME AND DAYS**

Tuesday and Thursday, 1:00-2:15 pm

**REQUIRED TEXT** (All 3 are paperbacks and can be purchased online for a total of \$35-\$40)

- The Innovators Dilemma, ISBN:9781633691780, Christensen
- The Amazon Way, ISBN:1499296770, Rossman
- HBR 2017 Reads, ISBN:9781633692091, Harvard Business School Compilation

## ASSESSMENT OF STUDENT LEARNING

### Grading:

Course components are weighted as follows:

- Selected Reading Assignments (4) - (20%) – Students will prepare written analyses of 4 selected HBR reading assignments, which will be graded on a 50-point scale (see grading rubric). These 2 *page reports*, due at the start of class should summarize the article selected, evaluate its significance, 2 biggest takeaways and an original question for exploration/discussion in class. Selected articles will be discussed in depth in class.
- Exams (2) - (30%) – *Mixed format* exams covering assigned readings and topics. No makeup tests unless **prior prearrangements** have been approved. Students requesting academic accommodations need to speak with me during the first two weeks of class.
- Group Project #1 (10%) – Students will prepare and post on YouTube a 3-minute video on a SWOT analysis of the iPad within the context of a specific industry (eg. Education: Teaching, Learning and Community Engagement)
- Group Project #2 (25%) – Students will prepare and present analyses of a specific disruptive market. Analysis will include a situational overview, profile of key players, analysis of the strategic marketing plan, adoption issues, value chain and financial assessment. Use of multiple digital tools is expected (eg. Prezi, video, graphics, etc.)
- Class Participation and Discussion (15%)
  - It is expected that students *attend all classes and come to class on time*. Email notification required to instructor prior to missing a class. *Attendance will be taken*. Excessive absences (3+) will adversely impact student's grade.
  - Required reading and assignments are to be done before class. Students are expected to be PREPARED AND ACTIVELY PARTICIPATE in ALL class discussions and to take advantage of the opportunity to learn from their classmates.
  - Students are responsible for asking about any material that is unclear.
- Note 1: Course policies regarding grading scale and academic integrity will follow those outlined by the Brennan School of Business.
- Note 2: Assignment deadlines will be adhered to in a professional manner. All written assignments that are not handed in on or before the due date will receive a grade of "F"
- Note 3: For Group Projects, each student will be part of a group of 2-3 students. All students should provide comparable effort and must be able to explain the entire Group Project. Students will receive a combined Project and Contribution/Participation grade weighted 80/20. All Grading Rubrics will be posted in Canvas.

## USE OF TECHNOLOGY

- During class, focus is on discussion and engagement; hence personal laptops, tablets, cell phones etc. are NOT permitted to be used in the classroom
- All class lectures and presentations will be posted on CANVAS including the Syllabus and Grading Rubrics.
- Group assignments assume basic skills in Microsoft Office (Word, PowerPoint and Excel) and Canvas. Various online tutorials/workshops exist to learn the basics if needed and is the students responsibility.

## COURSE CALENDAR

- The calendar is subject to change due to content discussion and guest speaker schedules.
- Any changes to upcoming class schedules and due dates for assignments will be reviewed at the beginning of each class.
- Attendance is mandatory for all Graded Activities and Guest Speakers.
- The course material will be reviewed in the following sequence:

Class #	Date	Topics	Reading Assignment	Graded Activity or Guest Speaker
1	<b>August</b> 29	Class Introduction/Expectations. Framework/Syllabus/Discussion	Syllabus	
2	31	Types of Innovation & Disruption Harnessing Disruption and Positioning for Growth <u>Assign Article #1</u>	<u>“The Innovators Dilemma”</u>	
3	<b>September</b> 5	How Can Great Companies Fail? <u>Assign Project #1</u>	Chapter 1	
4	7	Value Networks	Chapter 2	
5	12	What Goes up, Can't Go Down	Chapter 4	
6	14	Article #1 Discussion, <u>Assign Article #2</u> Project #1 Draft & Feedback		<b>Article #1 Due (HBR)</b> <b>Project #1 Draft Due</b>
7	19	Organizing for Innovation Matching Size of Organization to Size of the Market	Chapter 5 & 6	
8	21	Discovering New and Emerging Markets Assessing Organizations Capabilities & Disabilities	Chapter 7	
	26	<b>CARITAS VERITAS</b> <b>(No Class)</b>		
9	28	No Lecture/Class – Teams work on Group Project		
10	<b>October</b> 3	Project #1 Presentation		<b>Project #1 Due</b>
11	5	Activity- Assign Group Project Discuss Article #2 / <u>Assign Article #3</u> )	Chapter 8	<b>Article #2 Due (HBR)</b>
12	10	Managing Disruptive Technological Change & Dilemmas of Innovation	Chapter 10 & 11	
13	12	<b>Exam #1</b>		<b>Exam #1</b>
14	17	Exam #1 Feedback, Discuss Article #3 Assign Article #4 & Project #2	<u>“The Amazon Way”</u>	<b>Article #3 Due (HBR)</b>
15	19	Amazon	<u>“The Amazon Way”</u>	
16	24	MGT Principles -Toyota/Henri Fayol	<u>“Toyota Way”, Fayol</u>	<b>Resume/LinkedIn Due</b>
17	26	Amazon/Toyota/Henri Fayol Comparison		
18	31	Recruiting, Developing and Retaining Talent		<b><u>Guest Speaker</u></b> <b><u>HR VP</u></b>
19	<b>November</b> 2	Project #2 Review & Checkpoint		
20	7	Discuss Article #4 GOOGLE	Google Business Model, LOB's	<b>Article #4 Due (HBR)</b>
21	9	GOOGLE	Value Chain, Market Valuation	
22	14	<b>Exam #2</b>		
23	16	Exam #2 Feedback ; Purdue University	Class Article	
24	21	UBER	Mgt. Challenges	
	23	<b>THANKSGIVING – NO CLASS</b>		
25	28	Reinventing Retail Malls		<b><u>Guest Speaker:</u></b> <b><u>GGP Director</u></b>
26	30	Group Working Session		
27	<b>December</b> 5	Group Project Presentations		<b>Group Project #2</b>
28	7	Group Project Presentations		<b>Group Project #2</b>
	12	Finals Week (No Final Exam for this Class)		

