

Georgia Institute of Technology, Scheller College of Business
MGT 6802, Fall 2026

Innovation and Business Model Design

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Overview

This course focuses on the design of business models for technology innovation. By developing the concepts, frameworks, and methods from the Innovation Analysis (IA) course, Innovation and Business Model Design (IBMD) centers on the approaches, processes, and systems for designing, constructing, and actuating effective business models for technology innovation within entrepreneurial ventures and global corporate environments. Students' projects, which start in the IA course, continue and conclude in IBMD.

Prerequisites and Corequisite

The prerequisite courses are IA and Innovation Research Methods 1 (IRM1). The corequisite for this course is Innovation Research Methods 2 (IRM2).

Objectives and Outcomes

In this course, you should learn practical skills enabling you to achieve these objectives:

1. Define research questions for early-stage ventures.
2. Determine how to screen and score new ventures.
3. Learn how investors assess opportunities and why.
4. Understand how to develop business models.
5. Discover and apply additional customer-discovery principles and practices.
6. Comprehend fundamentals and applications of industry value chains and implications for supply chains.
7. Learn and apply additional stakeholder discovery principles and practices.
8. Identify assumptions and test hypotheses to assist startups in designing and proving a business model.
9. Develop project management skills.

10. Improve analytical and communication skills.
11. Work in a technology-innovation group.
12. Appreciate management implications of the conclusions you reach and the recommendations you make.
13. Generate and evaluate strategic options for new ventures.
14. Write and present practical action plans.

Office Hours

I hold office hours by appointment. If you wish to have a conversation, send an email noting the purpose of and agenda for the conversation and proposing times and dates to talk in person, by telephone, or, if you need to share your screen, by Zoom or Microsoft Teams.

Email

I often respond to email quickly, though you should always expect that a response may take 24 hours; the exceptions are weekends and holidays (including school holidays), when I often leave email until the next business day.

You must respond to email you receive from TI:GER faculty and staff within 24 hours, except for weekends and school holidays. We progress quickly in this course, and your delay can create problems for the entire cohort and the TI:GER program.

Website

Canvas provides the course website for Announcements, Assignments, Files, Grades, Media Gallery, and Zoom. Check Canvas frequently to make sure that you have current course Announcements. Use Assignments to follow assignment deadlines and to submit your course assignments. The Files folder contains the course syllabus and other files for this course. Your scores on Assignments are available in Grades. Media Gallery links recordings of Zoom sessions. Look for the link to join Zoom sessions in Canvas Zoom.

Electronics

You must turn off all electronic devices — computers, tablets, mobile phones, etc. — before the start of class and keep them off for the entire class unless I tell you to use

your computer for a specific class exercise; thus, you must bring your computer to every class. Bring pens, pencils, and paper to class for taking notes.

Attendance

Class participation is essential for you to learn in this course and for others to learn from you, so class attendance is mandatory. Missing class, arriving late, or leaving early adversely and significantly affects your course grade.

Attendance at all classroom sessions is demonstrated and verified by your signature on the class attendance sheet. Your signature on the class attendance sheet is the only verification of your attendance in class. The attendance sheet may be circulated anytime during class; you must sign the attendance sheet when it is circulated and only when it is circulated. Asking or attempting to sign the attendance sheet before or after it is circulated is unacceptable and futile.

While you are notifying me by email about missing a class, make sure that you notify several colleagues and request that they take notes for you. Expect no recordings of classroom sessions.

Any excuse for failing to sign the attendance sheet is best kept to yourself because such excuses adversely affect your grade. Such excuses include these: “I forgot,” “I arrived late,” “I had to leave early,” “I was distracted,” “The attendance sheet missed me,” “I don’t know how I missed the attendance sheet,” “I don’t know what happened,” and “I didn’t sign the sheet, but you know I was in class because I made comments and asked questions.”

I understand that you may have to miss class – e.g., because you are ill, or you must travel for work, or you must attend to a family emergency – and in such situations you must (a) notify me by email before the class begins and (b) submit by email a substitute assignment within seven days of the class you miss. Within one day of the class you miss, you should expect an email reply from me with details on your substitute assignment. Substitute assignments take approximately three hours to complete.

You can miss two classes, and you must submit the substitute assignment for each of the two classes. If you fail to submit one substitute assignment, you lose 10 points from your course grade. If you fail to submit two substitute assignments, you lose 20 points from your course grade.

Three or more absences result in a reeducation of your course grade by 15 points for the third absence and an additional reduction of 15 points for each class thereafter that you miss.

Groups and Projects

Throughout this course, you continue to work with your group from IA on the project that you began in IA. In IBMD, as in IA, each student must contribute unique work to the group project.

Assessment

Grades for this course are based on your performance on each of three assignments:

1. Progress Report, which is an individual assignment
2. Term Report, which is an individual assignment
3. Project Presentation, which is a group assignment

For each assignment, consult Canvas Files for the rubric, which you must follow precisely.

You may earn a score on assignments between 0 and 100, but I have yet to score such an assignment at 95 or higher.

I retain the option of giving members of a group different scores on the Project Presentation to ensure fair and equitable treatment of each group member.

Late Submissions

In general, Assignments that are late submissions lose 10 percentage points if they are less than 24 hours late, 20 percentage points if 24 hours late and less than 48 hours late, 30 percentage points if they are 48 hours late and less than 72 hours late, and 10 additional percentage points for each period of 24 hours thereafter that the submissions are late. If you fail to submit an assignment, your score is zero.

Course Grades

You may earn a course grade of A, B, C, D, or F. You must take this course for a letter grade. Your course grade comprises...

1. Progress Report (individual assignment): 40 percent
2. Term Report (individual assignment): 50 percent
3. Project Presentation (group assignment): 10 percent

Compliance with all course instructions and rules is essential, and professional conduct is always imperative. Noncompliance can reduce your course grade by 10 or

more points. Violation of the email rule, obvious failure to prepare for class, and failure to prepare for, attend, and contribute to group meetings – these are a few examples of noncompliance and unprofessional conduct.

Note that absence from class can have a significant adverse effect on your course grade. For details, consult the section of this syllabus on attendance.

Course scores and course grades follow this table:

90.00 and higher:	A
80.00 to 89.99:	B
70.00 to 79.99:	C
60.00 to 69.99:	D
59.99 and lower:	F

There is no extra credit opportunity in this course.

Resources

Required Resources

The required resources for this course are (1) *Disciplined Entrepreneurship* and (2) files I place in Canvas' Files folder.

Disciplined Entrepreneurship: 24 Steps to a Successful Startup, Expanded and Updated, is the same book you used in IA.

Here's the full citation:

- Aulet, B. 2024. *Disciplined Entrepreneurship: 24 Steps to a Successful Startup, Expanded and Updated*. 2e. Wiley. New York.

Another required resource is the Technical Note on Project Plans for IBMD, which is available in Canvas Files.

Recommended Resources

An optional resource is the course pack available for purchase and download from the Harvard Business Publishing website. You can purchase and download files on topics you feel you should understand in greater depth.

Course pack link: <https://hbsp.harvard.edu/import/1405124>

Course pack: Innovation and Business Model Design (Fall 2026)

Course: MGT 6802

For assistance, the Harvard Business Publishing Tech Help line is (800) 810-8858 and email is techhelp@hbsp.harvard.edu. Business hours are 8am to 8pm Monday through Thursday, and 8am to 7pm Friday.

Another optional resource is *Disciplined Entrepreneurship Startup Tactics: 15 Tactics to Turn Your Business Plan into a Business*. Here's the full citation:

- Cheek, P. 2024. *Disciplined Entrepreneurship Startup Tactics: 15 Tactics to Turn Your Business Plan into a Business*. Wiley. New York.

You may wish to consult the Note on Educational Resources, in Canvas Files, for recommended resources including books, journal articles, and online courses.

Integrity

Georgia Tech endeavors to foster a community based on trust, integrity, and honor. Students are expected to act according to the highest ethical standards. For information on Georgia Tech's Academic Honor Code, click either of these links:
<http://www.catalog.gatech.edu/policies/honor-code/>
<http://www.catalog.gatech.edu/rules/18/>

Any student suspected of plagiarizing or other cheating on any assignment will be reported to the Office of Student Integrity, which investigates the incident and identifies the appropriate penalty for violations.

Accommodation

If you are a student with learning needs or other needs that require special accommodation, call the Office of Disability Services at 404-894-2563 or click this link:
<http://disabilityservices.gatech.edu>

Make an appointment immediately to discuss your special needs and to obtain an accommodations letter. Please also email me as soon as possible to so that we can discuss your learning needs.

Inclusivity

I am strongly committed to, and actively engaged with, creating an inclusive learning environment in which everyone feels welcome and safe. I rely on your feedback to achieve this goal. I invite you to talk with me about things you feel I should stop, start, and continue doing to allow everyone to feel valued and engaged in our learning community.

Expectations

It is important to establish and maintain a culture of respect, open inquiry, intellectual challenge, mindful and conscientious behavior, and responsibility. Click this link – <http://www.catalog.gatech.edu/rules/22/> – to read an articulation of expectations that you can have of me and that I have of you. Professional conduct helps create and sustain the community and environment we value.

The schedule begins on the next page.

Schedule

NB

1. Preparation for each class session usually requires three to six hours; however, some students find they must spend substantially more time to prepare for class.
2. Note that class sessions are either in the classroom or on Zoom. There are no recordings of classroom sessions.
3. “DE” in the schedule below refers to both the *Disciplined Entrepreneurship* book and the *Disciplined Entrepreneurship* workbook.

Tuesday 25 August in the classroom

Investor Perspectives

Guest speaker: Sig Mosley, TI:GER Venture Capitalist in Residence

- <https://www.mosleyventures.com/team/sig-mosley/>

Course Overview

- Study this syllabus and other files in Canvas.
- Review the Harvard Business Publishing course pack.

Your Group Project

- Meet with your project group, and set a schedule for weekly meetings. Make sure that each person in your group has unique responsibilities and assignments.
- Complete Step 14 in DE, and answer your project questions from the Technical Note on Project Plans for IBMD.

Tuesday 1 September in the classroom

Business Models: Designing Revenue and Cost Models

- Complete Step 15 in DE, and answer your project questions.

Tuesday 8 September in the classroom

Business Models: Designing Investment Models and Critical Success Factors

- Complete Step 16 in DE, and answer your project questions.

Tuesday 15 September via Zoom

Legal Issues in Technology Innovation

Guest speakers: Anna Baker, Micah Hensley, Ashton King, and Matt Miehl

- <https://www.bradley.com/people/b/baker-anna>
- <https://www.bradley.com/people/h/hensley-micah-b>
- <https://www.mmmlaw.com/people/ashton-king/>
- <https://www.gunder.com/en/people/matt-miehl>

Your Group Project

- Complete Step 17 in DE, and answer your project questions.

Tuesday 22 September via Zoom

Accounting, Auditing, and Tax Issues for New Ventures

Guest speakers: Chris Clayton and Jeff Olson, Partners, Carr, Riggs & Ingram

- <https://www.criadv.com/people/chris-clayton/>
- <https://www.criadv.com/people/jeff-olson/>

Your Group Project

- Complete Step 18 in DE, and answer your project questions.

Tuesday 29 September via Zoom

Commercial Banking Issues for New Ventures

Guest Speakers: Kaylin Tabb and Nicholas Dayton, JP Morgan Chase & Co.

- <https://www.linkedin.com/in/ktabb/>
- <https://www.linkedin.com/in/nicholas-dayton-8a93316/>

Your Group Project

- Submit your progress report on Canvas before the deadline.
- Complete Steps 19 and 20 in DE, and answer your project questions.

Tuesday 6 October

School holiday

Tuesday 13 October via Zoom

Marketing Issues for Startups (Domains, Web Sites, Social Media, and Other Activities)

Guest Speaker: Maria Misbach, Director of Marketing and Communications, Scheller College of Business

- <https://www.linkedin.com/in/mariamisbach/>

Your Group Project

- Complete Steps 21 and 22 in DE, and answer your project questions.

Tuesday 20 October in the classroom

Real Estate Issues for Early-Stage Ventures

Guest Speaker: Ronnie Cannon, President, CLRE Advisors

- <https://www.linkedin.com/in/ronnie-cannon-a0a168/>
- <https://clreadvisors.com/meet-team/ronnie-cannon/>

Your Group Project

- Complete Steps 23 and 24 in DE, and answer your project questions.

Tuesday 27 October in the classroom

Early-Stage Venture Capital

Guest Speaker: Patrick Taylor, Vice Present, TechOperators

- <https://www.techoperators.com/team/patrick-taylor>
- <https://www.linkedin.com/in/pjdtaylor/>

Your Group Project

- Answer your project questions.
- Work on your project presentation as a group.

Tuesday 3 November in the classroom

Launching and Scaling Ventures

Guest Speaker: JP James, Chair, Hive Financial Assets

- <https://www.hivefinancialassets.com/team>
- <https://www.linkedin.com/in/jpjameslinkedin/>

Your Group Project

- Answer your project questions.
- Work on your project presentation as a group.

Tuesday 10 November in the classroom

Lessons from the C-Suite

Guest Speaker : Frank Blake, former Chair and CEO, The Home Depot

- https://en.wikipedia.org/wiki/Frank_Blake

Your Group Project

- Answer your project questions.
- Work on your project presentation as a group.

Tuesday 17 November in the classroom

TI:GER Celebration

- Join your colleagues for a TI:GER celebration.

Tuesday 24 November

Independent Study Session

- Answer your project questions.
- Work on your project presentation as a group.
- Work on your term report.
- Submit your project presentation file on Canvas before the deadline.

Tuesday 1 December

Independent Study Session

- Work on your term report.
- Submit your term report on Canvas before the deadline.