SYLLABUS MGT 6772 A/EM
Summer 2026

MANAGEMENT OF TECHNOLOGY
COB 202
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General Course Overview: Learning Objectives

We focus on the multidisciplinary problem of managing a firm's dynamic resource capabilities (technology, work force, materials, information, processes, knowledge) for long-term competitive advantage. Particular emphasis is placed on planning under conditions including rapid technological innovation, international competition, and changing markets. Specific topics include positioning strategies, innovation and diffusion, technology strategy, knowledge transfer, performance measurement, process management, and implementation of new technology. The course reflects issues relevant to operations, information technology, marketing, organizational behavior and strategy.

Students are exposed to *cases* in actual manufacturing and service industry settings, articles from publications including the Harvard Business Review (focuses on management practice), and leading research in academic journals. The course requirements include a mid-term, final exam and case analyses (cases are completed by interdisciplinary teams). A set of lecture notes is available to provide an integrative perspective on the material throughout the semester.

Course Materials

The materials used in the course include articles, cases, book chapters, and lecture notes.

Class Policy and Preparation

To encourage class participation **please silence electronic devices.**

The due dates for *all* assignments (including cases) are posted on Canvas

- READING SUMMARIES: YOU MAY NOT OBTAIN HELP FROM CLASSMATES OR STUDENTS WHO HAVE COMPLETED THE COURSE IN THE PAST.
- GROUP CASES: YOU MAY ONLY DISCUSS GROUP CASES WITH STUDENTS IN YOUR OWN GROUP – NOT WITH OTHER CLASSMATES OR STUDENTS WHO HAVE COMPLETED THE CLASS IN THE PAST.
- DO NOT ACCESS INTERNET INFORMATION ON ANY CLASS READINGS OR CASES.
- IF YOU HAVE COMPLETED A CASE IN ANOTHER CLASS, YOU MAY NOT HAND IT IN FOR A GRADE IN THIS CLASS.
- VIOLATIONS OF ANY OF THESE POLICIES WILL RESULT IN A GRADE OF "0" FOR THAT ASSIGNMENT.
- IF YOU TAKE TEXT DIRECTLY FROM A SOURCE (SUCH AS A READING), YOU MUST USE QUOTATION MARKS AND CLEARLY INDICATE THE SOURCE.

- PLEASE SEE ME IF YOU HAVE ANY QUESTIONS.

COURSE OUTLINE (See "Assignments" for list of readings)

I. POSITIONING STRATEGIES IN MANUF AND SERVICES

II. PRODUCT/PROCESS DESIGN AND DEVELOPMENT
A. Product and Process Design Integration
B. Managing New Product Development (NPD) Projects

III. INNOVATION, DIFFUSION AND TRANSFER
A. Basic Concepts (Revolutionary-Evolutionary; Product-Process Innovation)
B. Focus on NPD

IV. TECHNOLOGY VERSUS BUSINESS MODEL STRATEGY
A. Terminology and Management Implications
B. Component and Knowledge Outsourcing
C. Corporate Entrepreneurship

V. PROCESS MANAGEMENT
A. New Process Technologies in Manufacturing and Services
B. Technology Implementation and Performance Measurement
C. Mature Firms Staying Competitive

GRADING

Case Analyses and Class Participation: 40%

This portion of the grade is to be completed in *groups.* A written analysis is due for 2 of the 4 cases (only those numbered and bolded in the syllabus are candidates). I will assign cases to the teams. *To properly analyze Case 3 and 4, you will need to conduct both conceptual and mathematical analyses.* Please note that *not all cases are candidates for group analysis*.

Questions to guide each case analysis are given below. Each case write-up should be no more than *three typed pages* (single-space, 12 point times font, 1 inch margins). Tables, calculations and graphs may be included in addition to the three pages of text. Case write-ups are due on the date indicated on the Assignment Schedule. Late write-ups are not accepted.

Regular attendance and the quality of participation are also assessed in this portion of the grade. Attendance will be taken at random.

Formation of Groups. Each group consists of 3 students (proportionately more work is expected of 5-member teams). I will form teams.

FREE-RIDING

Free-riding is benefiting from something without expending effort toward it. In this class, it would take the form of a student being part of a group but not committing to and performing substantial parts of the case writeups. It is something that can be problematic in group assignments. Free-riding effects not only your learning but also your team members work load. I absolutely loath free riders. All of an individual's group grades are subject to change (lowering) if it is determined that individual has been free-riding. It is your responsibility to do your share of group work over the course of the semester and your responsibility to speak up in team meetings if you feel you are short. Issues that cannot be resolved by the team should be escalated to myself. Waiting until the end of the semester or when the last assignment is submitted to inform me you individually have not done your share because of group issues is irresponsible. Students know if they are or are not freeriding.

Free-riding will be identified at the end of the semester with the Free-riding Evaluation assignment. This assignment only needs to be completed if you feel you had a free-riding team member. If your team worked well and all members sufficiently contributed, nothing needs to be submitted for this. If, however, you had a team member who was free riding, I want to hear about it and this is the mechanism.

Mid-Term Exam: 30%

The format is multiple choice and covers both content and cases.

Final Exam: 30%

The format is multiple choice and covers both content and cases.

Grading Scale

Your final grade will be assigned as a letter grade according to the following scale. Please note, we do not round grades.

Letter	Percent Range	Letter	Percent Range
A	90.0-100%	D	60.0-69.9%
B	80.0-89.9%	F	0-59.9%
C	70.0-79.9%		

Course Policies and Guidelines

Accommodations for Students with Disabilities: Every student deserves the opportunity to learn in an environment that is inclusive and equitable. If you have accommodations with the Offices of Disability Services, please communicate your approved accommodations to me as soon as possible.

Attendance: Failing to attend class will result in the loss of points earned during class time that cannot be made up. In general, excused absences are very rare and will require documentation from the dean of students. For instance, missing class for vacation, coffee chats, and graduate assistant meetings will not yield makeup opportunities. For absences you think may be excusable, with the exceptions of emergencies, you must contact me at least one day in advanced to receive accommodations (i.e., emailing 5 minutes before class, will not yield makeup opportunities if you have known for a while you will be absent).

Zoom: The course is live and in person but, if necessary, we will utilize zoom to create a virtual classroom.

Late Submission Policy: You are strongly encouraged complete assignments on time. The best way to do this is to get assignments out of the way when they are assigned rather than waiting until the last minute. In the event the assignment is turned in late, the following policy will be used: 10% if turned in within 24 hours, 25% if turned in between 24-72 hours late, between 3 and 7 days a 50% penalty will be imposed. No late assignments will be accepted after 7 days.
Grade Disputes: Any grade disputes must be made within one week of the posted grade.

Academic and Professional Integrity: Georgia Tech aims to cultivate a community based on trust, academic integrity, and honor. Students are expected to act according to the highest ethical standards. All students enrolled at Georgia Tech, and all its campuses, are to perform their academic work according to standards set by faculty members, departments, schools, and colleges of the university; and cheating and plagiarism constitute fraudulent misrepresentation for which no credit can be given and for which appropriate sanctions are warranted and will be applied. Students should act in accordance with the academic integrity policies outlined by the university (https://policylibrary.gatech.edu/student-affairs/academic-honor-code). Any instance of academic dishonesty will be handled in accordance with the procedures outlined in the policies set forth by the university.

Student-Faculty Expectations Agreement: At Georgia Tech, we believe that it is important to strive for an atmosphere of mutual respect, acknowledgement, and responsibility between faculty members and the student body. The Student-Faculty Expectations articulate some basic expectations that you can have of us and that we have of you. In the end, simple respect for knowledge, hard work, and cordial interactions will help build the environment we seek. Therefore, we encourage you to remain committed to the ideals of Georgia Tech while in this class.

The Use of Artificial Intelligence: There has been an uptick in artificial intelligence tools (e.g., chat GPT) that can at times make the completion of work easier. Using these tools in a leadership development course can stand in the way of the personal reflection needed to pinpoint where you need to grow as a leader. Thus, the only acceptable use of AI in this course is for light copy editing to fix grammatical mistakes. Failing to adhere to this policy, will result in a zero for the assignment and students will be subject to the academic dishonesty policies set forth by the university.

Subject to Change Statement: The syllabus and course schedule may be subject to change. Changes will be communicated via the Canvas announcement tool, as well as during class-time.