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| <b>Faculty:</b>                                   | <b>Scott A. Snyder</b><br>Email: <a href="mailto:snyder4g@gmail.com">snyder4g@gmail.com</a>   |
| <b>Mack Institute Sr. Associate Director:</b>     | <b>Joseph Nebistinsky</b><br>Email: <a href="mailto:jneb@wharton.upenn.edu">jneb@wharton.upenn.edu</a><br>Cell/WhatsApp: 717-877-7330<br><br>Suite 3400 SHDH<br><b>Mack Institute:</b> <a href="mailto:mackinstitute@wharton.upenn.edu">mackinstitute@wharton.upenn.edu</a> |
| <b>Course Load:</b>                               | 1 cu  |
| <b>Teaching Assistants:</b>                       | TBD   |
| <b>Location for faculty and sponsor meetings:</b> | 3400 SHDH and/or Online   |
| <b>Class Time:</b>                                | Wed, 7-8:30PM ET  |
| <b>Office Hours:</b>                              | By appointment  |
| <b>Course Guide:</b>                              | <a href="https://guides.library.upenn.edu/MGMT8920/busconditions">https://guides.library.upenn.edu/MGMT8920/busconditions</a>   |

#### **A. COURSE DESCRIPTION**

MGMT892 offers you a unique opportunity for experiential learning through engagement in a real-world innovation project in collaboration with the Mack Institute's industry partner. Working closely with one of the Institute's global partners, you will develop frameworks and recommend strategies for dealing with specific innovation challenges and opportunities posed by emerging technologies and markets. The objectives of this course are the following:

- Gain hands-on experience with complex corporate innovation projects
- Develop critical thinking and problem-solving skills
- Enhance research and analysis capabilities
- Foster creativity and entrepreneurial mindset in a corporate setting
- Fine-tune communication and teamwork skills
  
- Gain exposure to industry leaders and real-world innovation challenges

The course consists of 5 modules:

- Orientation:
  - Overview of the course and expectations
  - Team assignment
  - Introduction to an industry partner and their project
- Learning an innovation management toolkit:
  - Understanding innovation opportunities and challenges in a large corporation

- Mastering innovation management frameworks, techniques, and tools
- Applying tools to a firm's innovation problem
- Research and Analysis:
  - Conducting market research and competitive analysis
  - Utilizing qualitative and quantitative research methods
  - Analyzing data to inform decision-making and solution development
- Project Design and Implementation
  - Developing project plans and timelines
  - Managing team dynamics and collaboration
  - Implementing and delivering solutions and recommendation to industry partners
- Presentation and Reflection
  - Preparing and delivering persuasive presentations
  - Reflecting on the learning experience and project outcomes
  - Receiving feedback from industry partners and instructional team

MGMT8920 is a high impact and high visibility course that will engage you in collaboration with the senior leaders of a large corporation on an issue of critical importance to them. By successfully completing your project, you will make a valuable contribution to the Mack Institute's Corporate Partner Network and thereby secure benefits of experiential learning for future cohorts of Wharton students.

#### **B. COURSE EXPECTATIONS and PROCESSES**

Teamwork is critical to this course. Throughout the semester, your team is expected to create and maintain cohesion during the semester and keep a healthy interaction channel with the project sponsor (corporate partner) to discuss progress and to obtain additional information/guidance. It is critical that you keep your interactions with the sponsor frequent to make sure you are working in the right direction and that there are no surprises at the end.

**This course has a 'No Drop' policy, which means you are *NOT permitted to drop* the course once you have been assigned a team and registered.**

The timeline for each project is as follows:

1. Understanding the problem and sponsor's expectations, scoping the project with the client
2. Defining the problem and desired future state, identifying action points
3. Conducting the required research, interviews, and analyses, and developing recommendations/solutions. This stage involves continuous interactions with the sponsor, alumni network, and Wharton faculty.
4. Presenting research findings and proposed solution to the project sponsor team through mid-point and final presentations

The faculty, TAs, and Mack Institute Associate Director will assist in refining the content and deliverables for the projects. Research guidance can be provided as necessary. You are encouraged to utilize the virtual office hours or write to the faculty with CC's to the TAs for any help/concern/guidance.

#### **C. DELIVERABLES**

Project deliverables will correspond to the problem-solving framework described in *Bulletproof Problem*

*Solving* (see required readings on the last page of this syllabus): Define the Problem; Disaggregate; Prioritize; Develop a Workplan; Analyze; Synthesize; Communicate; Iterate.

1. Scope of Work, Timeline with deliverables, milestones, and Team Liaison assignment
2. Mid-point presentation draft
3. Mid-point presentation
4. Draft of final paper
5. Final presentation draft
6. Final presentation
7. Final paper
8. Peer evaluations

| Activity  | Weeks        | Duration        |
|---|--------------|-----------------|
| Scoping and faculty meetings; Scope of Work, Timeline and Team Liaison assignment due | Week 0 – 1   | 2 weeks         |
| Project progress ¼ check-in (team meetings)   | Week 2 – 6   | 5 weeks         |
| Mid-point presentation  | Week 7 – 8   | 2 weeks         |
| Project progress ¾ check-in (team meetings)   | Week 9 – 14  | 6 weeks         |
| Final presentation, final paper and peer evaluations                                  | Week 15 – 16 | 2 weeks         |
| <b>Total Working Weeks</b>  |              | <b>17 weeks</b> |

**Initial Meetings and Assignments**

- **Assigning Liaison Role:** Each team should designate a Liaison responsible for communicating with the sponsor and scheduling team meetings. The Liaison will keep the team informed about the sponsor's feedback and project updates. The Mack Institute will initiate the project kick-off meeting and check-ins with faculty. The Liaison should also update the sponsor on project progress before the midpoint and final presentations.
- **Client Introduction and Scoping:** Teams should come prepared with background research and questions for the meeting. The objective is to discuss project goals and deliverables. By the end of the meeting, teams should have a clear understanding of expectations and agree with the sponsor on the project scope and final deliverables. The schedule of deliverables will vary from team to team based on each team’s timelines—the instructor will help determine which actionables and deliverables should be graded according to the grading scheme (below).
  - **Scope of Work Document, Timeline with Actionables and Milestones:** Teams must email the sponsor, Mack Institute, and Teaching Assistant the following: Scope of Work: Team’s understanding of project requirements, tentative project plan, and proposed approach  
Timeline (draft): Includes actionable items and milestones leading to the final deliverables. The finalized timeline should be submitted on Canvas and shared with the sponsor. Examples of these documents can be found on Canvas.
  - **During the following week,** teams will incorporate comments from the sponsor and faculty/TA into the timeline and project plan. The finalized timeline will be submitted on canvas and shared with the sponsor.

- **Team meetings with the sponsor:** Hold meetings with the sponsor at least once every two weeks to discuss project progress and receive feedback. All team members must attend these meetings. The team Liaison should send calendar invites to sponsors and Mack Institute/TA.
  - **Meeting Summary and Actionable Items:** Share a summary of each meeting and actionable items with all stakeholders. This ensures alignment with the sponsor's expectations.
  - **Check-in meetings with Teaching Assistant:** Meet with the TA at least four times during the course, preferably before key meetings with faculty and/or sponsors.
- **Mid-point and Final Presentations:** Present progress and plans for completion to the sponsor. Include key questions, identified issues, hypotheses, research methods, and preliminary findings. Email a draft of the presentation to faculty and TA by the end of week 6 for feedback. Share the final presentation with the sponsor, Mack Institute, and team's TA a day in advance.
  - **Final Presentation:** Present the project's final output to the sponsor. Some sponsors may require additional files such as a memo or executive brief. Understand the sponsor's requirements early on. Email a draft of the presentation to faculty and TA by the end of week 13 for feedback. Share the final presentation with the sponsor, Mack Institute, and team's TA a day in advance.
- **Final Paper:** Write a short paper (1000-1500 words) reporting key lessons and insights learned from the project. Begin working on the paper after the mid-point presentation, seeking agreement from the client on the content.
  - The paper should focus on industry trends rather than being firm-specific. The intention is to publish these reports through the Mack Institute's media channels, targeting other managers as the primary audience. Our intent is to publish these reports via the Mack Institute's media channels (e.g., insights from previous teams [here](#))

#### D. GRADING

Your grade is comprised of the following:

1. Scope of Work & Timeline document(s): 5%
2. Mid-point presentation/analysis: 10%
3. Final presentation/analysis: 25%
4. Client evaluation of process and final presentation: 35%
5. Peer Evaluations: 10%
6. Final paper: 10%
7. Class participation: 5%

While the grading components are team submissions, we reserve our right to adjust at the individual level given the feedback we receive from clients and your peers.

#### E. NOTES

**Course Readings:** Required course readings can be found on the last page of this syllabus. Specific

articles and chapters are referenced in the Assignment section of the Course Schedule below. The faculty may recommend additional team-specific reading material after the scope of work is finalized.

**Submissions:** All submissions and meeting invitations due to the sponsor are to be sent via email to your sponsor contact with a copy to the Mack Institute and the team's TA. All other submissions are due on Canvas.

**The Mack Institute and your TA must be included in ALL communications and meetings with the sponsors.**

**Confidentiality:** Some projects may need to be undertaken under Confidentiality and Non-Disclosure Agreements with the sponsor. Please handle any confidential and proprietary information responsibly. The Mack Institute staff are available to address any questions.

**References/Citation:** All submissions to the sponsor and on Canvas should have appropriate references and sources cited. Students are required to follow Wharton's Reference/Citation policies.

**Faculty/TA availability:** The faculty will hold office hours by appointment. Zoom details will be posted on Canvas. Appointments can also be made by email. TAs are available by phone, WhatsApp, and email.

**COURSE SCHEDULE & ASSIGNMENTS SUMMARY:**

**Class sessions take place Wednesdays at 7:00 PM ET via Zoom**

| Week   | Date    | Topic   | Description  | Assignment   |
|--------|---------|---|--|--|
| Week 0 | 30-Aug  | Course Intro/Expectations                           | Course Goals and Structure, Project Scoping, Framing; Team Roles/Meeting Cadence   |  |
| Week 1 | 9/4-9/8 | Project Work  | Scoping meetings with sponsor and faculty  | Submit via Email/Canvas<br>Reading: Goliath's Revenge Introduction |
| Week 2 | 13-Sep  | Lecture: Consulting Frameworks and Best Practices   | Guest speaker: TBD   | Reading: Bullet Proof Problem Solving, Ch. 1                       |
| Week 3 | 18-Sep  | Project Work  | Finalize Scope and Timeline with Sponsor/Faculty   | Submit via Email/Canvas  |
| Week 4 | 20-Sep  | Lecture: Problem Solving and Market Research        | Defining the Problem; Problem Disaggregation and Prioritization Ch. 2 & 3  | Reading: Bullet Proof Problem Solving, Ch. 2 & 3                   |
| Week 5 | 27-Sep  | Lecture: Design Thinking                            | Guest speaker: TBD   | Read HBR Design Thinking Article                                   |
| Week 6 | 4-Oct   | Lecture: Emerging Technology Trends                 | Overview of key emerging technology trends including AI, IoT, Mixed Reality, Blockchain, Wearables, Healthtech and Greentech | Read WEF Top 10 Emerging Technologies Doc                          |
| Week 7 | 11-Oct  | Lecture: Business Model Innovation and Lean Startup | Creation/Modification of a company's fundamental approach to delivering value; Entrepreneurial mindset                       | Reading: Lean Start-up (HBR) & BCG Business Model Innovation       |
| Week 8 | 18-Oct  | Lecture: Building Your Pitch                        | Effective Communication, Value Proposition, Target Market, Revenue Models and Growth Potential                               | Mid-point presentation Draft due;<br>Reading: Bullet               |

| Wharton | MGMT8920 (Collaborative Innovation Program) |  |   | Fall 2023  |
|---------|---|--|---|--|
|         |   |  |   | Proof Problem Solving. Ch. 7   |
| Week 9  | 10/23-10/27                                 | Project Work                             | Mid-point presentation/review with sponsors/faculty                                   | Midpoint Peer Evaluations Due; Email/Submit Peer Evaluation via Canvas |
| Week 10 | 1-Nov                                       | Workshop: Project updates and frameworks | Innovation Frameworks   | TBD  |
| Week 11 | 3-Nov                                       | Project Work                             | Draft of final paper  | Submit via Email/Canvas  |
| Week 12 | 8-Nov                                       | Lecture: Corporate Innovation Challenges | Strategic Initiatives, new business opportunities, new technologies, new partnerships | Reading: TBD   |
| Week 13 | 11/13 - 11/17                               | Project Work                             | Final presentation review meeting with Faculty  | Submit via Email/Canvas  |
| Week 14 | 11/27-12/8                                  | Project Work                             | Final Presentations and Submission to Sponsors  | Submit via Email/Canvas  |
| Week 15 | 15-Dec                                      | Review and Reflect                       | Final Paper and Peer Evaluation Due   | Submit via Email/Canvas  |

### **Required Course Readings (May be updated)**

All reading assignments can be found online via the Lippincott Library or other searchable databases.

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Blank, Steve. "*Why the Lean Start-up Changes Everything*." Harvard Business Review.

Brown, Tim. "*Design Thinking*." Harvard Business Review, June 2008.

Conn, Linda, and McLean, Tom. *Bulletproof Problem Solving: The One Skill That Changes Everything*. Wiley, 2018. "Chapters 1, 2, 3, 4, 7".

Day, George S. "*Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in An Innovation Portfolio*." Harvard Business Review, December 2007.

Hewlin, Todd, and Snyder, Scott. *Goliath's Revenge: How Established Companies Turn the Tables on Digital Disruptors*. Wiley, 2019. "Chapters 3, 4, 6, 7."

World Economic Forum. *Top Ten Emerging Technologies*. 2023.

Young, David, and Gerard, Marine. "*Four Steps to Sustainable Business Model Innovation*." BCG, April 2021.