

Syllabus

EMEN 5300: Management of R&D

Textbook

Portfolio Management for New Products, Second Edition
Robert G. Cooper, Scott J. Edgett, Elko J. Kleinschmidt
Basic Books, December 2001
ISBN 0-7382-0514-1

Readings

From Third Generation R&D by Roussel et. al. The readings from this book are available from the University of Colorado bookstore. This book is out of print. However, you may be able to get a used copy of the book from Amazon.com. The specifics for this book are:

Third Generation R&D: Managing The Link To Corporate Strategy
By: Roussel, Pa; Saad Kn & Erickson Tj
Harvard Business School Press
ISBN: 0875842526
Pub Date: 04/1991
No of pages: 224 pages
Edition: 01

Additional readings will be available either on the Internet or in the "Doc Sharing" section of eCollege.

Grading

300 Total Points:

- 100 points: Contributions to weekly discussions on eCollege
- 100 points: First Presentation
- 100 points: Second Presentation

Scale:

- A 94 and above
- A- 90 to less than 94
- B+ 87 to less than 90
- B 83 to less than 87
- B- 80 to less than 83
- C less than 80

eCollege

- Register on the web at xxxxxx for access to eCollege eCompanion (look for the *register* link).
- This web-based tool will be used as an integral part of the course to enable students to interact and download class visual aids and readings.
- Assigned readings for each unit will be posted in eCollege. Students are expected to complete assigned readings prior to attending class and to actively participate in discussions in class and online.

Online Discussion Contribution

Each student will be expected to initiate and participate in online discussions of that week's lecture and assigned readings.

Students must make their contribution for each class session no later than the day before the next class session. Late contributions will not be accepted.

Weekly contributions will be graded from "0" to "4"

- "0" for missing or late
- "1" for "minimal effort"
- "2" for "one good contribution"
- "3" for "multiple good contributions"
- "4" for "exceptional"

Grading Criteria:

- Apply that week's course content to actual company situations
- Apply that week's course content to personal work experiences
- Cite authoritative sources - e.g. published articles, known authors, etc.
- Make multiple, substantive, original contributions
- Bring a new, insightful perspective to the discussion
- Provide an informed, well-articulated disagreement with instructor, textbook, or other students

Presentations

Two video/PowerPoint presentations will be presented using the Zentation website, <http://www.zentation.com/>. This website allows side-by-side presentations of video and PowerPoint slides.

- First Presentation: Requirements for the "futures" portfolio of the chosen company.
- Second Presentation: The "futures" portfolio for the chosen company.

Presentations may be made individually, or by two-person teams. Teams will be self chosen.

The focus of both presentations will be the same company. The choice of a company is yours. It is recommended that you choose a publicly-traded company as there will be much more public information available. However, a private company can be chosen with specific permission of the instructor.

The requirements in the first presentation must be based on factual information

The portfolio in the second presentation must seek to meet the requirements spelled out in the first presentation.

Guidelines for each presentation:

- Presentation to the senior management
- 15 slides maximum, not including "cover" slide
- Each team member to contribute a proportional number of slides
- Maximum length of 20 minutes

- Minimum of 24 point font on slides, including tables.

Lecture Videos

Lectures are recorded and made available via the Internet (for streaming and downloading).

Requirements

To successfully stream or download a course, your computer, browser, and Internet connection should meet these minimum requirements:

- PC with Windows and Internet Explorer: Currently Tegrity only supports PCs and Internet Explorer. Apple computers, other operating systems and browsers are not supported at this time. Additional compatibility may be available in the future.
- A computer with Pentium III (or equivalent) processor or better and 128 MB or more of RAM, adequate free hard drive space (each class is about 10 MB), 16-bit or better sound card and speakers (or headphones), 65,000-color or better video display card.
- Internet access with a minimum connect speed of 56Kbps; ISDN/DSL/Cable is recommended.
- Display Properties: You should view the class recording in 800x600 resolution, or higher, and use 16, 24, or 32 bit display.
- Download Tegrity Java component – Microsoft Internet Explorer: Class recordings will prompt you to "trust Tegrity" in order to install the Tegrity Java component. You can view the class even if you do not check the "trust" box. We strongly recommend to allow this installation of the Tegrity Java component for reducing download time for future viewing.
- Virtual Machine: If you are using Microsoft Internet Explorer and experience problems while viewing or closing the recording, we recommend upgrading your Virtual Machine. It can be downloaded from <http://www.java.com/en/download/manual/jsp>.
- Security: Be sure to turn off pop-up blockers, personal firewalls, and personal security in order to run Tegrity.

Access to Course Lectures

- The portal is <http://engineeringonline.colorado.edu/>.
- When accessing <http://engineeringonline.colorado.edu/>, you will need to use your CU IdentiKey (CU login name and password) to log in – not your e-mail address as has been the case for <http://cua.colorado.edu/>.
- In order to have an IdentiKey, you have to already be registered.
- You can activate your IdentiKey by going CU Connect, <http://cuconnect.colorado.edu/>, or calling 5-help.
- All new students will need to activate their IdentiKey before they can access the new portal.
- If you have any questions regarding your login or password, contact <mailto:cuaahelp@colorado.edu>.
- Main campus students may have access to course lectures online and on CD-ROM for a fee.

Copyright Information

All material, whether rented or purchased, is granted to user under a limited license for sole use of the recipient. All material is copyrighted by the University of Colorado, and any reproduction, broadcast, or resale is strictly prohibited. Rented materials must be returned on the date they are due, and without prior authorization, it will be deemed to be purchased and subject to additional costs.

If Problems Persist

Please contact Andy Bartlett for more assistance.

Andy Bartlett
<mailto:Andrew.Bartlett@Colorado.EDU>
303-492-2247

Instructor Information

Instructor: Dr. Wayne Kirschling

Office: Engineering Center, Office Tower Room 418

Office Phone: 303-492-1211

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University of Colorado at Boulder

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Boulder, CO 80309-0433

FAX: 630-982-0156. Please do not fax anything to the CAETE office.

E-mail: <mailto:Wayne.Kirschling@colorado.edu>

E-mail is the preferred means for contacting me.

Office Hours: As arranged.

Engineering Management and University Information

Engineering Management

Appropriate Classroom Laptop Use: Although having a laptop in class opens up new learning possibilities for students, sometimes students utilize it in ways that are inappropriate. It is easy for your laptop to become a distraction to you and to those around you. Therefore, please refrain from instant messaging, e-mailing, surfing the Internet, playing games, writing papers, doing homework, etc. during class time. Acceptable uses include taking notes, following along with the instructor on PowerPoint, and other directed class activities, as well as working on assigned in-class activities, projects, and discussions that require laptop use.

A Note on e-Mail Addresses: When you register on ECollege, you can set your e-mail address to be sent from the course website to any address you choose. I know it can be a hassle to check multiple e-mail locations on a daily / regular basis, but may I suggest that you use your CU e-mail address for this purpose (e.g. firstname.lastname@colorado.edu). If you do not know your assigned CU address, contact ITS (dial 5-HELP from any on-campus phone) and they will provide it to you. The reason I mention this is because in the past, I have sent e-mails to students with attachments of interest as the course proceeds.

In some cases, where students have used their work e-mail address, the e-mail goes through but the attachment is blocked. In some rare cases, fire-walled work systems, when blocking an attachment, block the associated e-mail as well, and provide no indication to the student that anything was sent out by me and subsequently blocked. It is *your* responsibility to be cognizant of any information sent via the course website by me, so it might be useful to use either a CU or at least personal e-mail address that will not present this sort of possibility.

The Engineering Management Program (EMP) has a large distance learning population and, as such, many copyrighted materials are offered electronically to students. EMP has the responsibility to comply with the copyright law regulating distance education for a non-profit, state institution, i.e., the Technology, Education and Copyright Harmonization (TEACH) Act of 2002. It's the student's responsibility to comply with U.S. copyright law with respect to the use and sharing of the electronic materials provided within the program.

University Provisions and Requirements

If you qualify for accommodations because of a disability, please submit a letter to the instructor from Disability Services in a timely manner so that your needs may be addressed. Disability Services determines accommodations based on documented disabilities. For further information, see <http://www.Colorado.EDU/disabilityservices>, contact 303-492-8671 , or visit Willard 322.

Campus policy regarding religious observances requires that faculty make every effort to deal reasonably and fairly with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or class attendance. Students for whom religious observances conflict with class schedules should contact the instructor no later than two weeks before the potential conflict to request special accommodations. See full details at http://www.colorado.edu/policies/fac_relig.html.

Students and faculty each have responsibility for maintaining an appropriate learning environment. Students who fail to adhere to such behavioral standards may be subject to discipline. Faculty have the professional responsibility to treat all students with understanding, dignity and respect, to guide classroom discussion and to set reasonable limits on the manner in which they and their students express opinions. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender variance, and nationalities. See polices at <http://www.colorado.edu/policies/classbehavior.html> and at http://www.colorado.edu/studentaffairs/judicialaffairs/code.html#student_code.

Academic Honesty & Plagiarism: The development of the Internet has provided students with historically unparalleled opportunities for conducting research swiftly and comprehensively. The availability of these materials does not, however, release the student from citing sources where appropriate; or applying standard rules associated with avoiding plagiarism. Specifically, the instructor will be expecting to review papers written by students drawing ideas and information from various sources (cited appropriately), presented generally in the student's words after careful analysis, synthesis, and evaluation. An assembly of huge blocks of other individuals' existing material, even when cited, does not constitute an appropriate representation of this expectation. Uncited, plagiarized material shall be treated as academically dishonest. If the student is confused as to what constitutes plagiarism, he/she should review the CU Honor Code on this topic, and / or refer to either or both of the following excellent sources:

<http://www.georgetown.edu/honor/plagiarism.html>

<http://www.northwestern.edu/uacc/plagiar.html>

Information on the CU Honor Code can be found at <http://www.colorado.edu/policies/honor.html> and at <http://www.colorado.edu/academics/honorcode/>

Students agree that by taking this course all required papers may, at the discretion of the instructor, be subject to submission for a Textual Similarity Review to Turnitin.com for the detection of plagiarism. All submitted papers will be added as source documents in the Turnitin.com reference database solely for the purpose of detecting plagiarism of such papers in the future.

The University of Colorado Policy on Sexual Harassment applies to all students, staff and faculty. Sexual harassment is unwelcome sexual attention. It can involve intimidation, threats, coercion, or promises or create an environment that is hostile or offensive. Harassment may occur between members of the same or opposite gender and between any combination of members in the campus community: students, faculty, staff, and administrators. Harassment can occur anywhere on campus, including the classroom, the workplace, or a residence hall. Any student, staff or faculty member who believes s/he has been sexually harassed should contact the Office of Sexual Harassment (OSH) at 303-492-2127 or the Office of Judicial Affairs at 303-492-5550 . Information about the OSH and the campus resources available to assist individuals who believe they have been sexually harassed can be obtained at:

<http://www.colorado.edu/sexualharassment/>