# Course Outline

| Course Code | RSM 494 H1 S |
|---|---|
| Course Name | Technology Strategy |
| Term, Year | Winter, 2026 |
| Course Meets | Mondays 1PM-3PM in RSM (See Quercus for room location) |
| Web page URL | https://q.utoronto.ca |

## Instructor Details

| Name | Email | Phone | Office Hours |
|---|---|---|---|
| Alberto Galasso | a.galasso@utoronto.ca | 416-946-0287 | Thursdays 9AM-10AM in office RT 7028 |

## Course Description

Innovation is a key driver of growth for firms, industries, and national economies. Effectively managing technological innovation is therefore essential for entrepreneurs, SMEs, and large enterprises alike.

In Technology Strategy, we will explore how firms can protect their technologies and develop both cooperative and competitive approaches within the market for technology. The course will introduce the fundamentals of patent analytics and examine datasets and metrics that reveal technology trends and innovation landscapes.

We will also discuss recent research showing how organizational structure and financial incentives influence research outcomes and foster creativity. In addition, we will analyze how firm-level innovation is shaped by geographic location, national innovation policies, and industry regulations.

## Learning Outcomes

By the end of this course, students will be able to:

- Demonstrate knowledge of the basic principles of the field of technology strategy

- Demonstrate expertise in the area of intellectual property, recognizing the various tools available to firms and entrepreneurs to protect new technologies and generate value from them.

- Effectively communicate and engage with a business audience through discussion of business scenarios and managerial problems

- Demonstrate expertise in patent analytics, collecting data on intellectual property and analyzing the data to inform managerial decision makers.

# Course Prerequisites
**RSM392H1**

# Course Materials

## Required Readings

The required textbook for the course is: Galasso, Alberto. *The Management of Innovation: Managing and Creating Technology Capital*. University of Toronto Press, 2024.

## Electronic Course Materials
In the last three lectures, each student will be required to read one electronic case study from Harvard Business School which is the basis for the group discussion.

These materials will cost a total of approximately 15 Canadian dollars. The use of these materials complies with all University of Toronto policies which govern fees for course materials. The title of the case will be released one week before the team presentation.

# Evaluation and Grades
Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

| Work | Percentage of grade | Due Date |
|---|---|---|
| Online quiz | 10% | Jan 20 |
| In class midterm | 30% | Feb 23 |
| Team presentation | 20% | Lectures 10-12 |
| Patent analytics report | 40% | Thursday April 2 at 11:59PM |

# Course Format and Expectations

**ONLINE QUIZ**
You will complete one online quiz testing the basic concepts of intellectual property (material from lectures 1 and 2). The quiz will comprise a mix between multiple-choice questions and short answers. It will be posted online 24 hours before the due date.

**MIDTERM TEST**
There will be an in class closed book midterm test, it will cover the basic concepts from classes 1-5. It will comprise a mix of multiple-choice questions and short answers.

**PATENT ANALYTICS REPORT**
You will complete a patent analytics report, in which you will have the possibility to use a variety of patent analytics indicators that we will learn during the course. Your paper will address a technology area that is important to you. During the course I will provide additional information on the available data sources and the expected format of the report.

**TEAM PRESENTATIONS**
We will organize the class in groups of 3-5 students. In each of the last three classes, I will assign a case to two teams, and will ask each team to argue two opposite strategies. For example, I will request team A to argue that firm X should patent a particular technology, and to team B to argue that it is better not to patent it and keep the technology secret.

Each group will develop a 15-30 minutes presentation of a suggested solution to the managerial problem. The presentation will be graded on the thoroughness of analysis, clarity of presentation and their use of the theoretical tools studied in the course. Groups must present on their assigned week.

## *Writing Assignments or Presentations*

The patent analytic reports and the case presentations are intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can book an appointment [with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

## *Team or Group Assignments*
The team presentation requires students to work in teams of 3-5 students. Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also

in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre or by emailing [rotmancommerce.teamworkhelp@utoronto.ca](mailto:rotmancommerce.teamworkhelp@utoronto.ca). Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

**Rotman Commerce Attendance Policy**

**Rotman Commerce students are expected to make every effort to attend each class. Infrequently, students may miss term work, e.g., quizzes, assignments, etc., due to unplanned and extenuating circumstances and must follow the Request for Special Consideration process as outlined in their course outlines. However, Rotman Commerce will not approve any Request for Special Consideration for participation marks for missed classes. Any such request will be denied.**

## *Missed Tests and Assignments*
Students who miss a term test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration **within 2 business days** of the missed midterm/test/assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: [https://uoft.me/RSMConsideration](https://uoft.me/RSMConsideration)
2. Provide documentation to support the request, eg. Absence Declaration from [ACORN](#), [Verifcation of Illness Form](#) etc.

**Please note:** Students may use the Absence Declaration on ACORN ***one time per term***  to report an absence and request consideration. **Any subsequent absence will require a Verification of Illness form or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable.

If the quiz is missed for reasons beyond the student's control its grade is going to be replaced with a re-weighting of the midterm. Missing patent analytics report for reasons beyond the student's control will receive an extension.

Students that miss the midterm for reasons beyond their control will be required to complete a makeup test, as designated by the instructor.

Students that miss the team presentation will receive the team grade as long as the other team members confirm that the student contributed to the work required to prepare the slide deck and

the presentation. If the student is unable to contribute to the team work, the team project will be replaced with an alternative individual written assignment.

Teammates should do their best to communicate in writing in order to provide documentation in the unlikely event that a member cannot attend the presentation due to illness, extenuating circumstances, etc.  Further, if a team member is unable to attend the presentation, they should follow the usual procedure for missing deliverables, i.e., submitting an absence declaration/verification of illness, and a Request for Special Consideration (please see above).

### *Late Assignments*

Assignments are due on the portal at the date/time specified in the outline and in the portal. Quizzes will received a grade of 0 (zero) if they are not received by the due date.

The patent analytics report is due on the portal at the date/time specified in the outline and portal. The grade will be reduced by 10% if the report is not received by the specified time, and by an additional 10% for each additional 2 days late. On top of these penalties, the report will be considered missed if it is not received within four days from the due date.

If the delay is the result of illness or domestic affliction, the individual involved must contact the instructor BEFORE the assignment is due to explain the position. A medical certificate or other supporting evidence will be required, as described above.

# Statement on Equity, Diversity and Inclusion
The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

# Commitment to Accessibility
The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please email Accessibility Services or visit the Accessibility Services website for more information as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

# Plagiarism Detection
Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that

apply to the University's use of this tool are described on the [University's Plagiarism Detection Tool FAQ](#) page from Centre for Teaching Support & Innovation.

# Generative AI / ChatGPT

Students are allowed restricted use of generative artificial intelligence tools or apps such as ChatGPT and other AI writing assistants for the completion of any course requirement. Students may use such tools to create an outline for an assignment, gather information from across sources and assimilate it for understanding. However, all final submitted deliverables must be original work produced by the individual student alone. Representing any AI-generated content as one's own idea may be considered an academic offense in this course. If you quote or paraphrase from a generative artificial intelligence application, you must indicate this through quotation marks and citation as you would to any published article. Many organizations that publish standard citation formats are now providing information on citing generative AI (e.g., MLA: https://style.mla.org/citing-generative-ai/).

Furthermore, the use of AI tools is strictly prohibited for all exams, including any open book exams. Use of generative AI for exams will be considered use of an unauthorized aid, which is a form of cheating.

# Academic Integrity
Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

*[The University of Toronto's Code of Behaviour on Academic Matters](#)* outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments

- Using someone else's ideas or words without appropriate acknowledgement.

- Submitting your own work in more than one course without the permission of the instructor.

- Making up sources or facts.

- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams

- Using or possessing any unauthorized aid, including a cell phone.

- Looking at someone else's answers.

- Misrepresenting your identity.

- Submitting an altered test for re-grading.

Misrepresentation

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any questions about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T or RC resources such as the RC Centre for Professional Skills, the College Writing Centres or the Academic Success Centre.

# Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit the Information Commons Help Desk.

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

# Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

## Weekly Schedule

| Session | Date | Topic | Readings |
|---|---|---|---|
| 1 | 5- Jan-2025 | Introduction – Innovation: strategy, economics and policy | Textbook Chapter 1 |
| 2 | 12- Jan | Intellectual property rights | Chapters 1& 2 |
| 3 | 19-Jan | Licensing strategies | Chapter 4 |
| 4 | 26-Jan | Open innovation and inducement prizes | Chapter 5 |
| 5 | 2- Feb | Innovation incentives and creative destruction | Chapter 6 |
| 6 | 9 - Feb | Patent Analytics | Chapter 3 |
| 7 | 23 - Feb (after reading week) | In class mid term | |
| 8 | 2- March | Innovation ecosystems and regional innovation policies | Chapter 7 |
| 9 | 9- March | Risk mitigating technologies | Chapter 8 |
| 10 | 16- March | Group presentations | |
| 11 | 23-March | Group presentations | |
| 12 | 30 March | Group presentations | |

**Please note that the last day you can drop this course without academic penalty is March 16, 2026**

## Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)
- [Where to find teaching assistant opportunities](#)

## URL links for print

- ACORN: http://www.acorn.utoronto.ca/
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: http://studentlife.utoronto.ca/as
- University's Plagiarism Detection Tool FAQ: https://uoft.me/pdt-faq
- The University of Toronto's Code of Behaviour on Academic Matters: http://www.governingcouncil.utoronto.ca/policies/behaveac.htm
- Information Commons Help Desk: http://help.ic.utoronto.ca/category/3/utmail.html
- Become a volunteer note taker: https://studentlife.utoronto.ca/program/volunteer-note-taking/
- Accessibility Services Note Taking Support: https://studentlife.utoronto.ca/service/note-taking-support/
- Credit / No-Credit in RSM courses: https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/
- Rotman Commerce Academic Support: https://rotmancommerce.utoronto.ca/current-students/academic-support/
- Book an appointment with a writing or presentation coach: http://uoft.me/writingcentres
- Writing and Presentation Coaching academic support page: https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/
- Centre for Professional Skills Teamwork Resources page: https://rotmancommerce.utoronto.ca/teamwork-resources
- Book an appointment with a Teamwork Mentor: http://uoft.me/writingcentres