TED ROGERS SCHOOL OF MANAGEMENT

Entrepreneurship & Strategy
ENT 725 MANAGEMENT OF INNOVATION (Sport and Entertainment Focus)
Fall, 2025

INSTRUCTOR INFORMATION:

Name:	Dr. Cheri L. Bradish (cbradish@torontomu.ca)
Lecture:	Thursdays, 3-6 PM
Office Hours:	Thursdays, 2-3 PM, or by appointment
TAGA:	**TBD**

COURSE DESCRIPTION:

This course is designed to illustrate how successful managers implement innovation and commercialize new technology in today's fast-paced business environment. The students will learn how entrepreneurship and innovation interrelate, the streams of innovation, innovation as a management process and leadership in managing creativity. Commercializing technology and introducing it into the marketplace will be examined in depth as an example of applying the innovation concepts learned in the course. The course will develop the student's creative instincts and improve their capacity as agents of change within their career as independent business owners or intrapreneurial managers in larger organizations (Formerly MGT 725).

COURSE INFORMATION:

Prerequisite: ENT 601. This is a one-semester-long pre-capstone course for entrepreneurship majors. Through the ENT prerequisite courses you are already familiar with entrepreneurs, the entrepreneurial process, opportunity spotting, agile lean startup methods, rapid prototyping, and project management.

COURSE OVERVIEW:

Managing innovation requires an understanding of the industry dynamics of innovation, how to formulate the appropriate innovation strategy and what is involved in implementing that strategy. Students will learn about the various sources and types of innovation. The course will address how individuals and organizations choose their innovation projects and how that choice aligns with their own strategic direction. Collaborative strategies for developing innovation, pathways for commercialization, ways to protect innovation and innovating ethically are also examined. Finally, students are shown how to manage the new product development process including organizing for innovation, managing new product development teams and crafting a deployment strategy.

COURSE OBJECTIVES:

Upon completion of this course, students will have achieved the following Learning Outcomes:

• TRSM Goal 1: Communication. Students will be able to express ideas and information effectively and accurately using a range of media commonly used in business environments.
• TRSM Goal 2: Ethical Understanding and Reasoning. Students will be able to recognize and analyze ethical problems in order to choose and defend appropriate resolutions.
• TRSM Goal 3: Critical Thinking. Students will be able to synthesize, analyze, and interpret a range of information using quantitative and qualitative techniques for the purpose of making sound and ethical business decisions.
• TRSM Goal 4: Group and Individual Dynamics. Students will be able to effectively self-manage and perform effectively within heterogeneous teams.
• TRSM Goal 7: Financial Theories and Analysis. Students will be able to apply basic accounting and financial concepts and forms of analysis to analyze and interpret business situations and decisions.

In addition, this course will prepare students for their final year capstone ENT 78AB course where they will further hone and develop the following Learning Outcomes:

• ENT Goal 3: Persuading and Selling. Students specializing in ENT will develop skills for persuading and selling in a wide variety of contexts.
• ENT Goal 4: Information Literacy. Identifying, selecting, storing and processing information from a variety of sources and media; developing successful information seeking and retrieval strategies; and, presenting and communicating information clearly, logically, concisely and accurately.
• ENT Goal 5: Adaptability. Learning from iteration, experimentation, lean methodologies, rapid prototyping, minimum viable products, dealing with ambiguity and uncertainty, design thinking, customer development, resiliency, grit.
• ENT Goal 6: Self-management. Time management, goal-setting, self-directed life-long learning, habit formation, and self-reflection.

EVALUATION:

The grade for this course is composed of the mark received for each of the following components:

Commercialization Assignment (Group, Presentation 20%/Paper 30%)	**50%**
Term Test (Individual, In-Class)	**20%**
DMZ Launchpad Engagement (Individual, Assignment)	**10%**
Class Contribution (Individual, Question Submissions, Other)	**10%**
Startup Assignment	**10%**

A. Commercialization Assignment (Group, 20% Presentation/30% Paper):   **50%**

The specific intent of this requirement is to propose and execute an idea/concept for a new product/program/platform and/or service innovation, preferably specific to the sport and/or entertainment industry. This final project will outline: the innovation area/concept, new product/program/platform and/or service innovation proposed, and background details required to establish the parameters of the new product vision.

Formant for this assignment should include the following sections/details: Cover page, introduction/overview of the idea concept (i.e. problem/solution/product), background/rationale user/consumer/audience segment(s) targeted (i.e. market size), commercialization/idea scaling (i.e. business model details/unique attributes, competition, marketing considerations), any other details/expectations (i.e. marketing considerations/key milestones).

Paper Evaluation (30%):

1. Paper Structure (Introduction/Conclusion, Order): 10 marks

2. Content/Major Points Summarized Accurately: 20 marks
Introduction of the New Idea – Link to consumer
Consumers target profiles (primary/secondary)
Problem to be solved (and/the people/type of consumer and their pain point(s))
Technology/delivery solution proposed/Ability for growth (i.e. the 'wow' factor)
Scenario for applicability (how the consumer would use it)
Estimation for market size
Strategic innovation recommendations/Theoretical applications drawn from course materials

3.Writing Skills: 10 marks

Presentation Evaluation (20%):

1. Originality: Is the presentation original and interesting (5 marks)?

2. Idea/Concept: Is the specific idea/concept solution applicable and relevant (5 marks)?

3. Information: Is the information analyzed and presented strategically (5 marks)?

4. Organization: Is the concept plan presented professionally, logically, and with conclusion (5 marks)?

B. Term Test (Individual, In-Class):   **20%**

A term test will be administered in class, in Week 10. A thorough review for the test will be discussed in-class, one week before the test.

C. DMZ Launchpad Engagement (Individual, Assignment):   **10%**

Working with the DMZ Launchpad Program, students are required to successfully complete the DMZ Launchpad Certificate. Time will be set aside during class to work toward completion. It is encouraged that all students complete the certification by Week 9. Students must submit a copy of the completed certificate to both the Instructor and noted Course TA.

D. Class Contribution (Individual, Question Submissions, Other):	10%

This course will offer readings and host at least three (3) industry speakers sessions throughout the term (noted on the Course Schedule. The discussion will be framed around questions that the students submit beforehand, after reviewing any assigned materials and conducting further research on the speaker(s) and related class topic.

For this course requirement, you must submit a total of FIVE (5) QUESTIONS/guest session through the term, due to the TA the Tuesday prior to the guest lecture by 12PM noon. The questions are expected to be carefully crafted, well informed, and related to the themes of the course. Grading for this component will be based on the relevance of the question(s) to the assignment and class topic, as well on the grammar, spelling and style. panels. Participation (including attendance) in each speaker session is also expected for this grade as well.

E. Startup Profile Assignment (individual, Assignment):	10%

This assignment will involve a detailed sport startup overview, involving all facets of the company growth and scale, to be submitted via the course portal. See course portal for assignment template.

TEACHING METHODS:

This course will incorporate a combination of lectures and online discussions, readings, individual and group exercises/assignments and guest lecture offerings. The expectation of professionalism and participation is expected with respect to all guest presentations and course lecture offerings.

TEXTS AND READINGS:

Course materials will be posted accordingly to the course schedule on the course portal.

E-mail Usage & Limits:

Students are encouraged to communicate electronically with the Instructor either via email or via the course shell discussion forum, when applicable. Please allow up to a 48-hour reply time, excluding weekends. Students are required to activate and maintain a Ryerson e-mail account, the only official means by which you will receive university communications. Faculty will NOT respond to student enquiries from any other e-mail address (see TMU Policy 157).

Method of Posting Grades: Class grades will be posted via the course shell.

COURSE SCHEDULE*

See note below with regard to overall course management. In addition, guest speakers will be included in many classes to facilitate industry linkages to the course material, usually joining during the first hour of class.

Week 1 (Sept 4)   Course Introduction and Overview
                                     Introduction to Innovation Management

Week 2 (Sept 11)   Sources of Innovation

Week 3 (Sept 18)   Types of Innovation

Week 4 (Sept 25)   Design Dominance
                                     Guest Conversation **A** *

Week 5 (Oct 2)   Strategic Directions
                                     Guest Conversation **B** *
                                     DMZ Launchpad Program – Introduction/Portal Open
                                     Group Projects – Introductory Meeting/Template Exercise
                                     <mark>Startup Profile Assignment</mark> (10% of Final Grade)

Week 6 (Oct 9)   Innovation Culture
                                     Guest Conversation **C** *
                                     Group Projects – Topic Submission

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Reading Week

Week 7 (Oct 23)   Collaboration/Collaboration Strategies

Week 8 (Oct 30)   Ethical Innovation/Protecting Innovation
                                     Guest Conversation **D** *

Week 9 (Nov 6)   New Project Development/Go-To-Market Strategy
                                     <mark>DMZ Launchpad Program</mark> – Course Time/Portal Close (10% of Final Grade)

Week 10 (Nov 13)   <mark>Term Test</mark> (20% of Final Grade)

Week 11 (Nov 20)   <mark>Group Projects - Team Challenge Presentations</mark> (20% of Final Grade)

Week 12 (Nov 27)   Class Review and Summary
                                     Group Projects – Final Meeting/Review

Exam Period (April 18)   <mark>Final Project Due</mark> (30% of Final Grade)

COURSE MANAGEMENT:

* Please note that due to unforeseen circumstances, course schedule is subject to change at the discretion of the Instructor and guest scheduling. Every effort will be made to manage the course as stated. However, adjustments may be necessary

during the term at the discretion of the instructor and/or conflict in guest scheduling. If so, students will be advised, and alterations will be discussed prior to implementation in class and through an announcement via the course shell.

Policies and Course Practices

Academic Consideration:

- Students must submit assignments on time. **Failure to do so will result in a penalty of 25% per day including weekends.**
- Every attempt will be made to hand back assignments submitted for grading within two weeks.
- There will be no penalty for work missed for a **justifiable reason** if discussed with the instructor PRIOR to the assignment deadline and where appropriate documentation is provided as described below. **Students need to inform the instructor of any situation that arises during the semester that may have an adverse affect on their academic performance, and request any necessary considerations according to the policies and well in advance. Failure to do so will jeopardize any academic appeals.**
- Except in cases of accommodations for disabilities, where documentation is handled directly by the Access Centre, students must fill out an Academic Consideration form and **submit it to their own program office [e.g. TRSBM students, please submit to TRS 1-004]:**
  http://www.ryerson.ca/content/dam/senate/forms/academic_consideration_document_submission.pdf
  In addition, the following procedures must be followed:
  o *Medical certificates* – If a student is going to miss a deadline for an assignment, a test or an examination because of illness, he/she must submit a medical certificate (see www.ryerson.ca/senate/forms/medical.pdf for the certificate) **to their program office** within 3 working days of the missed assignment deadline, test or examination. The program office will notify the instructor that the documents have been received. It is the student's responsibility to make arrangements with the instructor for a make-up exam.
  o *Religious observance* – While it is strongly encouraged that students make requests within the first two weeks of class, requests for accommodation of specific religious or spiritual observance must be presented **to their program office** no later than two weeks prior to the conflict in question (in the case of final examinations within two weeks of the release of the examination schedule). The student must submit a Request for Accommodation form (http://www.ryerson.ca/senate/forms/relobservforminstr.pdf) to their program office. The office will notify the instructor when they have received the request form.
  o *Other requests for Academic Consideration* not related to medical or religious observation must be submitted in writing together with the Academic Consideration form **to the student's program office**. The letter must clearly state the reasons for the request and describe the events or circumstances that seriously impair the student's ability to meet their academic obligations, and that are beyond the student's control. When possible, supporting documentation must be attached to the letter. The office will notify the instructor once they have received the request.
  o *Students with disabilities* - In order to facilitate the academic success and access of students with disabilities, these students should register with the Access Centre www.ryerson.ca/accesscentre/. Before the first graded work is due, students should also inform their instructor through an "Accommodation Form for Professors" that they are registered with the Access Centre and what accommodations are required.
  o *Regrading or recalculation* – These requests must be made to the instructor within 10 working days of the return of the graded assignment to the class. These are not grounds for appeal, but are matters for discussion between the student and the instructor.
- Submission of the Academic Consideration form and all supporting documentation to your program office does not relieve you of the responsibility to **NOTIFY YOUR INSTRUCTOR** of the problem as soon as it arises, and to contact the instructor again after the documents have been submitted in order to make the appropriate arrangements.
- **If you do not have a justifiable reason for an absence and/or have not followed the procedure described above, you will not be given credit or marks for the work missed during that absence.**

For more detailed information on these issues, please refer to Senate Policy 134 at (Undergraduate Academic Consideration and Appeals) and Senate Policy 150 (Accommodation of Student Religious Observance Obligations). Both can be found at www.ryerson.ca/senate/policies/.

Academic Integrity:

- Plagiarism is a serious academic offence and penalties range from zero in an assignment all the way to expulsion from the university. In any academic exercise, plagiarism occurs when one offers as one's own work the words, data, ideas, arguments, calculations, designs or productions of another without appropriate attribution or when one allows one's work to be copied.
- It is assumed that all examinations and work submitted for evaluation and course credit will be the product of individual effort, except in the case of team projects arranged for and approved by the course instructor. Submitting the same work to more than one course, without instructors' approval, is also considered plagiarism.
- For more detailed information on these issues, please refer to the Student Code of Academic Conduct (see Policy #60 at www.ryerson.ca/senate/policies/ and the Academic Integrity Website (www.ryerson.ca/academicintegrity).

Standard for Written Work:

- Students are expected to use an acceptable standard of business communication for all assignments. You are encouraged to obtain assistance from the Writing Centre (www.ryerson.ca/writingcentre) for help with your written communications as needed. For more information, please refer to the Ryerson Library's APA style guide links: http://library.ryerson.ca/guides/toolbox/style/business_apa/

Maintaining a Professional Learning Environment:

- The Marketing Department is committed to providing a professional learning environment. There have been complaints from students about the distraction caused by classmates who arrive late for class and leave early. In response, the Marketing Department has implemented a policy requiring students who arrive after class has started (ten after the hour) to wait until a break before they enter the class, except in unusual circumstances or through prior arrangements with the instructor. Likewise, except under unusual circumstances or through prior arrangements with the instructor, students are expected to stay for the entire class and not disrupt their classmates by leaving early. This policy is supported by the Dean, and is intended to respect the wishes of the majority of students who arrive on time and expect a learning environment free from unwarranted interruptions.
- During class time, except in emergency situations, cell phones, ipods, etc are expected to be turned off and stored away from the student's desk area. Laptop computers and other related devices are expected to be used for academic activities ONLY (e.g., note-taking, class presentations). Students not complying with these requirements may be asked to leave the class.

Academic Grading Policy:

- Evaluation of student performance will follow established academic grading policy outlined in the Ryerson GPA Policy (See Policy #46 at www.ryerson.ca/senate/policies/). The grading system is summarized below:

Definition	Letter Grade	Grade Point	Conversion Range
Excellent	A+	4.33	90-100
	A	4.00	85-89
	A-	3.67	80-84
Good	B+	3.33	77-79
	B	3.00	73-76
	B-	2.67	70-72
Satisfactory	C+	2.33	67-69
	C	2.00	63-66
	C-	1.67	60-62
Marginal	D+	1.33	57-59
	D	1.00	53-56
	D-	0.67	50-52
Unsatisfactory	F	0.00	0-49