

New Product Management Syllabus - Spring 2012

Marketing 221-004

Mon-Wed 10:30-12:00

Room: JMHH— 360

File: mkt-221-Syl-S12-R

J. Scott Armstrong

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This syllabus contains links to cases and suggestions for applying various techniques. The electronic version is easier for you to use as it has links to key materials. In addition, updates will only be provided electronically. Please tell me about any errors in the syllabus.

Objectives

The purpose of this course is to learn about evidence-based principles and techniques for use in new product management. We will go through the processes to

- 1) discover an idea for a new product,
- 2) design the product,
- 3) formulate a marketing plan,
- 4) forecast profits and effects on other stakeholders
- 5) assess and manage risks, and
- 6) prepare a proposal to properly inform potential investors.

Resources

Website: See [Product Policy](#), a section of <http://jscottarmstrong.com>

I will base the exam primarily on the material presented in class, handouts, and on these web sites.

Educational methods section at <http://jscottarmstrong.com>

<http://forecastingprinciples.com>

A web café has been set up for your use in this course.

If you like to use a text, you might consider *Product Design and Development* by Ulrich (2007). It is a useful text for those of you with a strong interest in the topic, but I will not use it for testing purposes.

Process

We will follow the syllabus unless we agree to make changes. If you have questions, or if there are any ambiguities or errors in this outline, send me an e-mail. Changes will be reflected in the electronic version, which is located at web cafe and at my homepage <http://jscottarmstrong.com> under Educational Materials.

I do not grade attendance. I grade your ability to apply techniques and principles– and to help others in doing so. There are many ways to demonstrate this, class being one of them.

Grading

The grading will be as follows:	<u>%</u>
Class contributions*	15
In-class exam	30
Venture proposal written	40
Learning report (with applications)	15

* On the class contributions, I look for people who can help to create a positive learning experience, offer useful feedback to others in a clear and useful manner, demonstrate good applications of principles and techniques, and adhere to the ethical statement that you must sign (see the last page of the syllabus).

On written and oral reports, use the “Checklist for writing management reports” and “Checklist for Making Oral Presentations” both at Management reports under [Educational Methods](#), or just enter the titles in a Google Advanced Search.

The Venture Proposal involves your selection of a new product and your development of a venture proposal. It will be graded on (1) the application of techniques from the course and (2) your ability to write a persuasive venture proposal. The report should consist of a management abstract, five-page maximum report (space and a half, 10-point Times-Roman font) and an appendix of up to ten pages. It should follow the Checklist for Written Management reports.

Here are some reasons why you might want to come to class:

- (1) I can save time for you by picking out the key points. These are the points that are most likely to go on the exams.
- (2) You will get some sense of what to look for in the readings and to decide how to allocate your time to the readings.
- (3) You will work through exercises that are designed to help you practice, understand and remember the techniques/principles. This can help with the Venture Proposal and with the exam. It will also mean that you will be able to remember the principles and techniques long after the course ends.
- (4) You can apply techniques do some sections of your project in class while the techniques are fresh in your mind.
- (5) I will draw exam questions from things that I discuss in class. These are also some of the things that I will be looking for on the venture proposal.

<u>Lecture</u>	<u>Date</u>	<u>Lecture Title (Key activities)</u> ASSIGNMENTS DUE
1	3/12	<i>Introduction</i>
2	3/14	<i>Creativity and evaluation: Finding and Developing New Products</i>
3	3/19	<i>Structuring New Product Problems and developing the plan</i>
4	3/21	<i>Planning Process for New Products</i>
5	3/26	<i>Planning Process continued</i>
6	3/28	<i>Product Design</i> PRESENT REPORT ON PROGRESS TO DATE AND PLANS FOR YOUR PROJECT
7	4/2	<i>Forecasting for new products</i> IN THIS AND ALL FOLLOWING CLASSES, BRING THE LATEST VERSION OF YOUR REPORT
8	4/4	<i>Synergy</i>
9	4/9	<i>Applying forecasting methods to your project</i>
10	4/11	<i>Legal & Ethical Issues</i>
11	4/16	<i>Oral project reports</i>
12	4/18	<i>Oral project reports continued</i>
13	4/23	In-class exam
	4/30	Project reports & learning reports due

___ 1. Introduction

Class: We will begin developing your checklist to guide the selection of new products. You should expand on this checklist as the course progresses. Please use it in your final project. Some groups forget this, so it is a good way to improve your grade on the project

___ Discuss what will increase the likelihood of developing and identifying a useful new product proposal.

___ 2. Creativity and evaluation: Finding and Developing New Products

___ Lecture/in-class case/discussion on techniques on creativity.

___ Form groups.

___ Use the creativity techniques to develop new product ideas for your group's Venture Proposal.

Follow-up:

___ Read "What Makes Winners and Losers."

___ Update your checklist for the selection of successful new products and put it on a spreadsheet.

___ Take a tour of the Educational Materials section at <http://jscottarmstrong.com> and, in particular, the section on Product Policy.

___ Start working on the Velikovsky case (Available at <http://jscottarmstrong.com>)

___ Read "Nurturing Creativity." That paper is on <http://advertisingprinciples.com> under "creating ads." Also, examine the Group process techniques on the Educational Materials page at <http://jscottarmstrong.com>.

___ Select a name for your group. Use the procedures in "Suggestions for Naming Products or Companies on the Educational Materials page at <http://jscottarmstrong.com>."

___ 3. Structuring New Product Problems and developing the plan

Preparation: Prepare the Velikovsky Affair (Available at <http://jscottarmstrong.com>) under Educational Materials/Product Policy). *Put yourself in the role of the manager and provide recommendations to your top management.* The case has an optimal solution, but it is seldom obvious to people. It requires time and techniques. (You will know if you have found the correct answer. If you are unsure, then you probably haven't.) All necessary information is contained in the case description. Do **not** seek additional information (e.g., no Google). Try to apply the techniques of "brainwriting," and the "systems approach." (See the paper on the Systems Approach at <http://jscottarmstrong.com>.) Develop your own solution then seek consensus in your group.

Class:

* (1) Present your group name. Describe how you selected the name, the names of your group members and email addresses. Provide a hard copy for Scott and post it on Web Café.

(2) Present oral report of less than ten minutes on your recommendations for the Velikovsky case. Please do this as if you were reporting to top management at Macmillan.

Follow-up: Improve the plan for your project. Use parallel processing. Work on timeline for your Venture Proposal. Please follow the guidelines for developing timelines from <http://jscottarmstrong.com> under educational methods/ group process.

_____ 4. *Planning Process for New Products*

Preparation: Start working on the M-Car Case. (Available at <http://jscottarmstrong.com>). Assume that it is now one year before the launch and that National Motors has called you in as an outside consultant because they heard that you were experts on formal planning and that you had some useful techniques that you have applied to this problem. While they believe that the M-Car will be a big success, they want some reassurance.

Class:

- _____ A lecture/discussion on the key aspects of formal planning
- _____ Develop a timeline for your project.

_____ 5. *Planning Process continued*

Class: Present your group's recommendations for the M-Car Case in less than ten minutes. Do this as if you were actually presenting to top management at National Motors. Your job is to persuade management to follow your suggestions.

Follow-up: Apply techniques from the M-Car case to your project.

_____ 6. *Product Design*

Preparation: Prepare a short management report that describes your new product and how you created it. If there is uncertainty, describe a product that is your contingency plan. Prepare a time line.

Class:

_____ I will present a lecture and exercise on product design. You will then apply techniques from the design session to your product.

_____ 7. *Forecasting for new products*

Class: I will provide a case in class.

Follow-up: Apply techniques from the forecasting session to your project. Use <http://forecastingprinciples.com>. In particular see [Demand Forecasting](#) and [Brief vs. Comprehensive Descriptions in Measuring Intentions to Purchase](#)

* **Submit a time line for your project by following the guidelines at <http://jscottarmstrong.com> under "educational materials."**

_____ 8. *Synergy and organizational issues for an effective organization*

Class: In-class exercises. Assume that your product is successful. Design an organization that would be creative and efficient so you would continue to be successful.

Follow-up: Apply techniques from the synergy session to your project. See the [Mondragon Experiment](#)

_____ 9. *Applying forecasting methods to your project*

Class: Describe how you made your forecasts and further plans for forecasting.

Follow-up: Study

_____ **10. Legal & Ethical Issues**

Class: In-class exercises (the Panalba exercise)

Follow-up: Apply techniques from the legal & ethical session to your project.

_____ **11. Oral project reports**

Class: Present your group's oral report. Group will be selected randomly for presenting. The time will be shared equally by groups.

_____ **12. Oral project reports continued**

Class: The first half of the session will be devoted to your project presentations. We will divide the time equally this session among the teams. Please provide a hard-copy set of overheads when you start your talk. I will grade the oral presentation based on the number of techniques and principles from this course properly applied minus those incorrectly applied.

_____ **13. Exam**

The purpose of the exam is to see if you can apply the principles and techniques for new product management. I generally use short answer questions. They will be based on the lectures and to some extent on the Educational materials on <http://jscottarmstrong.com>. No decisions aid of any type allowed. I strongly discourage anyone from missing this exam. You get ten points extra for taking the exam on time.

Let me know if you would like me to post the exam questions on web café when we are about halfway through the course.

Submit materials for Assessment by noon on April 30

Submit hard copy of the following materials to Scott's mailbox (10-point bonus for being on time)

Written Venture proposal. Management abstract, five-page maximum report (space and a half, 10-point Times-Roman font). Appendix of up to ten pages. Follow the Checklist for Written Management reports. Avoid jargon as managers will not know what you did (nor will I). Include peer ratings by other groups if you so chose. You are also welcome to submit peer review from within your group in whatever form you like (e.g., statements of appreciation for specific contributions you made. Remember that specifics sell.) As noted, I grade based on how many techniques and principles from this course are applied well and subtract the ones that are poorly applied.

Learning report. Write one-page to describe you success in learning specific techniques and principles. On a second page, write a report on the techniques and principles that you will apply within the next 3 months.

Ethics statement for Mktg 221: Spring 2012

You should respect and help others during the class. This implies that you get to class on time, do not leave during the class other than on break time, unless you are sick (and if you leave, remember to take your things with you and do not return), and do not use your laptop or any other type of electronic device unless asked to do so for an exercise. In addition, please use your name card at each session.

I have read the ethics statement for course conduct in the course outline and I agree to abide by this statement.

Name (printed)

Signature

Date

YOUR COPY

Sign and submit this at the end of the course also, noting any problems you might have had in following this contract.

Signature

Date

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Name (printed)

Signature

Date

To confirm your enrollment, please submit this by the end of the second class, or sooner. If you need to revise any of the terms, please explain these when you sign.