



Department of Marketing and Consumer Studies
MCS*4040
Management in Product Development
Fall 2017
0.5 Credits

Instructor(s): Steve Taylor
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Office Hours: Wed 12:00 -1:00 pm, or by appointment

Class Times and Location: **Monday and Wednesday 10:00 – 11:20AM in Room 121, MACS Building**

Course Description and Objectives:

New products and services are vital to companies. Maximizing the success of new products and services can drive growth and shareholder value and lead to significant competitive advantage in the marketplace. Innovation is risky and most new products fail. Often failure is due to an ineffective process that result in concepts that are not understood by the consumers and/or products that don't provide the benefits that consumers need. While it is impossible to avoid new product failures a disciplined process that is well defined, cross functional and incorporates senior management sign-off is proven to make better use of company resources and increase the odds of success in the market.

This course will introduce a model for new product development and includes the following phases:

- Phase 1: Opportunity Identification
- Phase 2: Concept Generation
- Phase 3: Concept/Project Evaluation
- Phase 4: Development (Technical and Marketing Tasks)
- Phase 5: Launch

This course will use a combination of lectures, cases, individual assignments, and group project to outline theories of the management of new product development and translation of those theories into practical application.

Course Learning Outcomes:

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

- Understand the new development process for developing and managing the development of new products or services.
- Identify market opportunities for new products.
- Develop and evaluate new product concepts.
- Present a compelling business case for securing the resources to develop a new product.
- Understand the development and launch phase of the process.
- Understand the strategic management of the new product pipeline in an organization.

Course Materials and Resources:

This course uses a variety of materials and resources. One of your primary resources will be the course website (<http://courselink.uoguelph.ca>). All announcements, required and recommended readings, assignments and updates will be posted here. You will also be able to access any handouts you may have missed through this site. Check this site often.

The required textbook and other materials are:

1. Text Book: Crawford, M. and DiBenedetto, A., **New Products Management**, 11th Edition, McGraw-Hill. Available at the bookstore and on reserve at library.
2. Case: Xieoke Xu, Xin (Shane) Wang, **FITBIT: THE BUSINESS ABOUT THE WRIST** Available at Ivey Publishing www.iveycases.com Product number: 9B16A012. Publication Date: 05/09/2016. Students will need to provide copies of the case to validate purchase from Ivey publishing.
3. Additional articles and materials provided throughout the term during class.

On-Line Communication:

- This course has a website (see <http://courselink.uoguelph.ca/>). All announcements, required and recommended readings, assignments and updates will be posted here.
- You will be able to access any handouts you may have missed at this site.
- I will be communicating with you via your central email account <uoguelph.ca> from time to time. You are required to check this account on a regular basis. Please be advised that I will not edit my mailing list to your hotmail/yahoo etc. account.

- While I endeavour to check my email daily, students can reasonably expect a response from me within 48/72 hours.

Method and Timing of Evaluation:

Your performance will be evaluated based on the following:

Assignment/Examination	Date*	Marks Allocated
Class Participation - Attendance and Participation.	Daily	10%
Individual Assignment #1 Opportunity Identification	Oct. 11 at 9:00 AM	10%
Individual Assignment #2 Concept Evaluation	Oct 23 at 9:00 AM	10%
Individual Assignment #3 Business Case for Development	Nov. 1 at 9:00 AM	10%
Group Assignment Report and Presentation “Guelph Tank”	Nov. 8th at 9:00 AM	30%
Individual Group Assessment	Nov. 20 9:00 AM	5%
Take Home Case	Dec. 1 12:00 PM	25%
Total		100%

*Note: Timing is subject to change and will be updated on the Course Schedule and Key Dates Summary.

Individual assignments will be provided in-class and will need to be handed in via drop box (time deadline) and hard copy (in-class for marking).

“Guelph Tank”

A take on “Shark Tank”, teams will present a business case requesting resources from the Senior Leadership team to develop and launch a new product. This will be a “master case” that will allow for the incorporation of various concepts taught in the course (Opportunity Identification, Concept Evaluation and Business Case). This will be distributed in class with significant lead time. This project will require a mandatory status update, a written report and a presentation for approval. Further details will be provided in-class.

The Group assignment includes and opportunity to evaluate individual performance, to adjust for individual level of contribution.

Final examination conflict: Students are responsible for ensuring that they do not have a time conflict with examinations in other courses. You are not permitted to enrol in this course if you have a time conflict with another course.

All assignment deadlines are absolute. Extensions will only be granted under extenuating circumstances and will require appropriate documental support.

Please keep a copy of all returned work, as you may be asked to resubmit your work at any time.

If you are registered with the Centre for Students with Disabilities and will require some form of accommodation in the completion of the required learning activities for this course, please meet with me during the first week of classe

Course Schedule and Key Dates:

Class	Date	Topic	Pre-Class Activities/Readings	In-Class Activities and Assessments
1	Sept. 11	Introduction to New Product Mgmt.		
2	Sept. 13	Strategic Role of New Products		Loblaws vs. Amazon
3	Sept. 18	New Product Process	Chapter 1 and 2	Lego
4	Sept. 20	New Product Process		Starbuck's Via
5	Sept. 25	Idea to Launch Process	Idea-to-Launch Model: An Overview	Aztek
6	Sept. 27	Idea to Launch Best Practices	Best-practices in the Idea-to-launch Process	
7	Oct. 2	Opportunity Identification	Chapter 3 Blackberry	Hand out #1 Individual Assignment: "Opportunity Identification"
8	Oct. 4	Opportunity Identification		
	Oct. 9	Note: No Class due to break.		
9	Oct. 11	Product Concept Overview Introduction Group Project: "Guelph Tank"	Chapter 4 and 5 #1 Individual Assignment Due: Oct. 11 at 9:00 AM. Hand in hard copy at start of class.	Group Project "Guelph Tank" Distributed

10	Oct. 16	Product Concept Evaluation	Chapter 6, 7 and 8	Hand Out #2 Individual Assignment: Concept Development and Evaluation
11	Oct. 18	Building the Business Case for Development	Chapter 10	
12	Oct. 23	Building the Business Case for Development	Chapter 11 #2 Individual Assignment Due: Oct. 23 at 9:00 AM to drop box. Hand in hard copy at start of class.	Individual Assignment #2 Discussion
13	Oct. 25	Product Development	Chapter 12, 14 and 15	Hand Out #3 Individual Assignment: Business Case for Development
14	Oct. 30	Product Development		In-Class Assignment to be assigned.
15	Nov. 1	Group Project Consult Sessions (Schedule to be Provided)	Completed Template for Status Review	
16	Nov. 6	Group Project Consult Sessions (Schedule to be Provided)	Completed Template for Status Review	
17	Nov. 8	Guelph Tank: Group Presentations (Schedule to be Provided)	Group Project "Guelph Tank" Report Due Nov. 8 at 9:00AM to drop box. Hand in Hard Copy at Start of Class. Presentation Deck for presentation to Senior Management	
18	Nov. 13	Guelph Tank: Group Presentations (Schedule to be Provided)	Presentation Deck for presentation to Senior Management	
19	Nov. 15	Guelph Tank: Group Presentations (Schedule to be Provided)	Presentation Deck for presentation to Senior Management	
20	Nov. 20	Launch Plans and Strategic New Product Management	Chapter 16 and 17	
21	Nov. 22	Review Session - To Prep for Take-Home Exam		
22	Nov. 27	Take Home Exam Distributed		
23	Nov. 29	Take Home Exam Q&A		
24	Dec. 1	Take Home Exam Due 12:00 pm		

Note: The schedule of learning activities may require modification from time to time. Any changes will be announced in class and/or on the Courselink site.

Course Philosophy and Approach:

Overall the approach to Management in New Product studies is to provide overview of the theory of various concepts. This requires students to read assigned chapters which will be reviewed in class through a combination of instruction and the use of examples for class discussion. A portion ties directly to your class participation which is a combination of attendance, preparation and participation in discussions.

To demonstrate understanding of the concepts short, individual concepts will be provided to demonstrate practical application of the concepts (e.g. Opportunity Identification). These individual assignments will help to gauge your understanding of the concept, and will provide a flag if it appears that you do not fully grasp the concept. This is an opportunity to seek out additional help from the instructor. These concepts will be incorporated into both the Group Assignment and the Take Home exam.

The Group assignment will allow for practical application of concepts into an integrated case. The Group will be required to prepare both a report and presentation.

A take-home exam will similarly allow for demonstration individually of the application of concepts taught in an integrated case.

To do well in this class it is expected that students:

- Do the assigned pre-work, referring to the course website for any adjustments to the Course Schedule and Key Dates.
- Take advantage of provided office hours for any additional assistance.
- Participate fully in the Group assignment and ensure they are fairly contributing to the group.
- Translate learnings from assignments into your future work to maximize future marks.

Policies and Regulations

All students are expected to abide by the University's academic regulations in the completion of their academic work, as set out in the undergraduate calendar (see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/index.shtml>). Some regulations are highlighted below:

Academic Misconduct:

The University of Guelph is committed to upholding the highest standards of academic integrity and directs all members of the University community – faculty, staff and students – to be aware of what constitutes academic misconduct and to do as much as possible to prevent academic offences from occurring. The University of Guelph takes a serious view of academic misconduct and it is your responsibility as a student to be aware of and to abide by the University's policy. Included in the definition of academic misconduct are such activities as cheating on examinations, plagiarism, misrepresentation, and submitting the

same material in two different courses without written permission.

To better understand your responsibilities, read the Undergraduate Calendar at:

<http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-amisconduct.shtml> You are also advised to make use of the resources available through the Learning Commons (<http://www.learningcommons.uoguelph.ca/>) and to discuss any questions you may have with your course instructor, teaching assistant, Academic Advisor or Academic Counselor.

Students should be aware that faculty have the right to use software to aid in the detection of plagiarism or copying and to examine students orally on submitted work. For students found guilty of academic misconduct, serious penalties, up to and including suspension or expulsion from the University can be imposed.

Academic Consideration:

Students who find themselves unable to meet course requirements by the deadline or criteria expected because of medical, psychological or compassionate circumstances beyond their control, should review the regulations on Academic Consideration in the Undergraduate Calendar (http://www.uoguelph.ca/undergrad_calendar/c08/c08-ac.shtml) and discuss their situation with the instructor, Program Counsellor or Academic Advisor as appropriate.

Religious Holidays:

Should a student need to miss scheduled tests, mid-term examinations, final examinations, or requirements to attend classes and participate in laboratories for religious reasons, please advise the instructor within two weeks of the distribution of this course outline so that alternate arrangements can be made. For further information see <http://www.uoguelph.ca/registrar/calendars/undergraduate/current/c08/c08-ac-comrelig.shtml>

University Grading Scheme:

This course follows the University grading scheme outlined in the University Calendar:

A+	90-100%	Excellent: An outstanding performance in which the student demonstrates a superior grasp of the subject matter, and an ability to go beyond the given material in a critical and constructive manner. The student demonstrates a high degree of creative and/or logical thinking, a superior ability to organize, to analyze, and to integrate ideas, and a thorough familiarity with the appropriate literature and techniques.
A	85-89	
A-	80-84	
B+	77-79	Good: A more than adequate performance in which the student demonstrates a thorough grasp of the subject matter, and an ability to organize and examine the material in a critical and constructive manner. The student demonstrates a good understanding of the relevant issues and a familiarity with the appropriate literature and techniques.
B	73-76	
B-	70-72	
C+	67-69	Acceptable: An adequate performance in which the student demonstrates a generally adequate grasp of the subject matter and a moderate ability to
C	63-66	

C-	60-62	examine the material in a critical and constructive manner. The student displays an adequate understanding of the relevant issues, and a general familiarity with the appropriate literature and techniques.
D+	57-59	Minimally acceptable: A barely adequate performance in which the student demonstrates a familiarity with the subject matter, but whose attempts to examine the material in a critical and constructive manner are only partially successful. The student displays some understanding of the relevant issues, and some familiarity with the appropriate literature and techniques.
D	53-56	
D-	50-52	
F	0-49	Fail: An inadequate performance.

Code of Conduct – The Top Ten

As a student in the Department of Marketing and Consumer Studies, College of Management and Economics at the University of Guelph, you are a member of a scholarly community committed to improving the effectiveness of people and organizations, and the societies in which they reside, through groundbreaking and engaging scholarship and pedagogy. We seek to promote a comprehensive, critical and strategic understanding of organizations, including the complex interrelationship between leadership, systems (financial and human) and the broader social and political context. And, we prepare graduates for leadership roles in which organizational objectives, self-awareness, social responsibility and sustainability are primary considerations.

In keeping with this commitment, we expect all of our students (indeed – all members of our community) to act in a professional and respectful manner to fellow students, staff and faculty, as well as to members of the broader university and local community. This expectation is very much in keeping with your preparation for a professional career.

The following conduct is expected of all of our students:

1. Come to class prepared to learn and actively participate (having completed assigned readings, learning activities etc.).
2. Approach your academic work with integrity (avoid all forms of academic misconduct).
3. Arrive on time and stay for the entire class. If you happen to be late, enter the classroom as quietly as possible. At the end of class, apologize to the faculty member for the interruption. If you have to leave class early, alert the faculty member in advance.

4. If you know in advance that you are going to miss a class, send an email to the faculty member letting him/her know that you will be absent, with a brief explanation.
5. While in class, refrain from using any written material (e.g., newspaper) or technology (e.g., the Internet, computer games, cell phone) that is not relevant to the learning activities of that class. Turn off your cell phone at the start of each class.
6. Listen attentively and respectfully to the points of view of your peers and the faculty member. Don't talk while others have the floor.
7. Raise your hand when you wish to contribute and wait to be called upon. Challenge others appropriately, drawing on reason and research rather than unsubstantiated opinion, anecdote and/or emotion. Keep an open mind and be prepared to have your point of view challenged.
8. When sending emails to faculty, apply principles of business writing; use a professional and respectful style (use a formal salutation, check for spelling and grammatical errors, and avoid slang and colloquial short forms).
9. When making a presentation, wear business dress.
10. Provide thoughtful feedback at the completion of all courses (we are committed to continuous improvement but need your input to help us decide what to focus on).