

Marketing
Course Number: 22:630:618
Course Title: Pharmaceutical Product Management

COURSE DESCRIPTION

This course will focus on real-world marketing challenges in the pharmaceutical industry. Topics to be explored include industry overview, new product development, lifecycle planning, competitive landscape, sales & marketing issues, stakeholder management, measuring performance, and other current topics. We will examine the various roles a product manager needs to perform and will review generic competition, alternative marketing channels, line extensions, and transitions from Rx to OTC. We will also ‘launch’ a Phase III drug and develop a marketing plan for that compound. Whenever possible, we will leverage industry experts and case studies to provide a realistic picture of product management in today’s pharma world.

COURSE MATERIALS

The Successful Product Manager’s Handbook includes articles from volume 1 to volume 12. **Advanstar Communications (PEPZ100)**. It is not available at the Rutgers bookstore, but can be obtained on-line: <https://www.amazon.com/Successful-Product-Managers-Handbook/dp/1607591553>. This is not a regular textbook – so you may or may not find it at other on-line resources. In addition to the book and case studies (any case studies will be announced in class), we may discuss industry related articles and current pharma topics.

PARTICIPATION, TIMELINESS, & COURSE METHODOLOGY

Participation: This is a “hands-on” course. Preparation/participation is important. Obviously, you can’t participate if you are not present (more than 2 absences may negatively impact your grade, missing 3 classes or more will likely result in a failing course grade). ***Please notify me in advance via e-mail of any planned absence.*** You will still be responsible for obtaining/completing any missed materials, notes, or assignments from other class members. **To minimize distractions in the classroom, please turn off cell phones and close laptop computers** (unless being specifically utilized for course related activities).

Timeliness: **Please be on time for class.** Exams/papers/assignments should be taken or completed when scheduled (except in very extenuating circumstances; late papers/assignments will typically not be accepted. If accepted – late assignments may incur a 10% penalty for each day late. *Late assignments (covering all categories) will not be accepted once these items have been graded and returned.*

Course Methodology: Class participation, lectures, guest speakers (including your classmates), and your team plan/presentation are all key components of the course.

ACADEMIC INTEGRITY

I do NOT tolerate cheating. Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See business.rutgers.edu/ai for more details.

EVALUATION CRITERIA

Component	% of Final Grade	Points Toward Final Grade
(1) Class Participation/Attendance	3%	3 points
(2) Team Project (3 deliverables)	52%	52 points
(3) Exam (1 exam)	25%	25 points
(4) Group Teaching/Class Activity	9%	9 points
(5) Paper	<u>11%</u>	<u>11 points</u>
TOTAL	<u>100%</u>	<u>100 points</u>

(1) ***Class Participation/Attendance (3 points)*** - Includes class attendance & active participation in discussions. Missing more than 2 classes may negatively impact your score. Missing 3 classes or more – will likely result in a failing grade for the course.

(2) ***Team Project (52 points)*** - Includes PowerPoint report and class presentations (topic needs to be approved by instructor and should not be a duplicate of slides from prior internships/co-ops). Team members should be prepared to be “challenged” and defend their plans. Additional information about the Team Project will be passed out in class. Collectively the Team Project represents 52% of your

final grade with breakout as follows:

- Deliverable #1 (Presentation)	10 points
- Deliverable #2 (Report)	14 points
- Deliverable #3 (Comprehensive Presentation / Appendix)	18 points
- Peer Evaluation (Evaluation from your teammates)	<u>10 points</u>
TOTAL	<u>52 points</u>

As much as possible, teammates should divide the workload equally. However, please note you will be earning TEAM GRADES for this project. ***If you have team members who are not doing their part, it is the responsibility of the team to 'pick up the slack'.*** If team members determine one member is not doing their fair share AND there is written agreement/documentation (or something else deemed as acceptable evidence by instructor) showing a particular team member is not doing their part – that team member may be asked to withdraw from the team and complete project in another manner (likely to be significantly more work individually). Any removal of a team member must take place by () (unless extenuating circumstances prevent this).

- *Peer Evaluation* – Worth 10 points toward your final course grade. Your peers will determine 9 points of this, and you will get 1 point for completing a peer evaluation on your teammates. If you do not make an appropriate contribution to the team project, it will likely negatively impact your grade. Instructor has a right to modify the peer evaluation – if it is deemed discriminatory or clearly unfair. **Peer Evaluations may only be submitted once & may NOT be revised/resubmitted. HOWEVER, IT IS HIGHLY UNLIKELY PEER REVIEW GRADE WILL BE MODIFIED BY THE INSTRUCTOR IN ANY WAY unless there is some clear, compelling rationale to do so.**

(3) ***Exam (25 points)*** – Material will be from the text, class discussions/slides, guest speakers, presentations, class activities, etc. Basically, anything related to the course is ‘fair game’.

(4) ***Group Teaching/Class Activity (9 points)*** – On designated weeks, groups will teach/lead/facilitate a class discussion of a pharma product management topic. Each group will have ~ 15 minutes. Approx. half of the time should be presentation, while other half should be focused leading the class in a related hands-on activity. 6 points of the evaluation will be related to class discussion/presentation/content and 3 points related to class activity. *Peer Evaluation: Your group will also have an opportunity to evaluate your individual contribution – which can impact your grade.*

- Pick a reading from ‘The Successful Product Manager’s Handbook – Updated Volumes 1 through 12’ to use as your primary source for the Group Teaching/Class Activity. You may supplement this with any other sources.

- Only 1 person from your Team Project (big project with 3 deliverables) should be in your Group Teaching group. (Trying to get you to meet & work with different classmates).

(5) **Paper (11 points)** – One brief paper (MAX length of paper is 2 pages)

Resubmits – Please feel free to resubmit the individual paper back to me once, if desired, only if you received a score of 70% or less. The highest possible score you can earn on a resubmit is 70%. In order to resubmit a paper/assignment, you must do it no later than 1 week after the original assignment has been returned to class. Any resubmit should be done in the following manner:

- *Resubmit revised paper via hard copy AND via e-mail (do not resubmit on Canvas).*
- *When resubmitting an assignment, ORIGINAL ASSIGNMENT/GRADE must accompany it.*

The opportunity to resubmit a paper is designed to offer students who did poorly on an initial submission an opportunity to improve their score. However, it is only available to students in the specific circumstances outlined above and only for the individual papers. BEFORE you resubmit any work or for questions on a particular grade, please review the work of a classmate(s) who earned a higher score to better understand any desired deliverables.

Note: Please note ‘GROUPS’ and ‘TEAMS’ are different in the context of assignments for this course. ‘Groups’ relates to Group Teaching Activity (leading class discussion and hands-on activity). ‘Teams’ refers to the Team Marketing Project (launching a Phase III drug). Your “Group” and your “Team” should consist of different members (maximum of 1 overlapping member in addition to yourself).

Additional details will be provided on all course components above during semester.

GRADES & FINAL GRADES

Grade increments of .25 may be used (e.g., Deliverable 1 – you might receive 8.25 out of 10). Please note your work in most cases will be viewed in context and compared to that of your peers. Therefore, it makes sense to communicate with your peers on all assignments (including individual assignments) to ensure you understand the assignment.

All points earned during the semester will be added together to determine your final grade.

FINAL GRADING SCALE

A: 93 and above	B+: 87.0 - 89.99	C+: 77.0 - 79.99	D+: 67.0 – 69.99	F: 59.99 or below
A-: 90-92.99	B: 83.0 - 86.99	C: 73.0 - 76.99	D: 60:0 – 66.99	
	B-: 80.0 - 82.99	C-: 70.0 - 72.99		

To determine your final course grade, compare the cumulative points you earned during the semester to the Final Grading Scale above. Please note that any adjustments, curves etc. will have taken place during the semester, YOUR FINAL POINT TOTAL = YOUR FINAL GRADE. To further clarify, some *examples* are provided below:

Total Points Earned → Look at the Final Grading Scale above = Final Grade

89.96 → B+

92.75 → A-

79.98 → C+

etc.

It is your responsibility to keep up with your grades during the course of the semester. All grades will be returned and posted in timely manner on Canvas. Final grades will NOT be rounded up, so whatever points you earn based on the scale above will be your final grade.

PLEASE DO NOT WAIT UNTIL THE END OF THE SEMESTER TO SEE WHERE YOU ARE TRACKING ON YOUR GRADE. Example, if only 1 ten-point assignment remains & you currently have a cumulative point total of 76, the maximum possible grade you could earn for the course would be an 86 (which is a B; see above). **IT IS HIGHLY UNLIKELY THAT YOUR PEER EVALUATION WILL BE CHANGED BY INSTRUCTOR IN ANY WAY. ‘Peer evaluation’ is exactly what the name implies – an evaluation from your peers. Peer Evaluations may only be submitted once & may NOT be revised/resubmitted. IT IS HIGHLY UNLIKELY YOUR FINAL GRADE WILL BE CHANGED AT THE END-OF-THE-SEMESTER FOR ANY REASON.**

If you have any questions on any grade, please don’t hesitate to ask. Please ask about any grades in a timely manner - meaning immediately after grades are returned or posted. Waiting to ask about a grade of concern may eliminate the opportunity to do anything about it. Please note one of the first things I am likely to suggest on any grade question → is to look at a classmate’s work who received a significantly higher grade. This way you can often better understand what an “A” (or a higher grade) looks like and better understand the desired deliverable.

Communication – Please be proactive in your communication with your classmates and me. If you are concerned about anything, don't wait until April to address it. If there are any issues within your teams, groups or individually – please do not wait till the end-of-the semester to discuss it. Waiting will often guarantee that little or nothing can be done to address the situation. We will utilize Canvas as a key communication platform for the course. Please be sure you know how to use it and check it regularly (at least weekly) throughout the semester.

Academic Integrity – Academic integrity is a core value of Rutgers. It is expected that everyone will adhere to all related school policies.

COURSE SCHEDULE

Pharma Product Management (22:630:618)

This is a DRAFT schedule and may change due to class discussion, weather and other factors.

Topic ¹	Reading & Comments ³ (There may be additional guest speakers; TBD)
<i>Course & Pharma Industry Overview</i> (Team Project - form Teams; Group Teaching - form Groups) > Team Project Overview	
<i>Successful Launch Planning</i> > In-class Paper Discussion	
<i>Project Management Basics</i> > Paper Assigned	Dean Kameros, Novartis

<i>Package Inserts & Competition</i> > <u>Paper DUE</u> > Group Teaching/Class Activity Overview	Swami Nathan, Promius Pharma
> <u>TEAM PROJECT - DELIVERABLE #1</u> (Presentations DUE)	
<i>Pharma Analytics</i> > Group Teaching/Class Activity (Group A)	Neal Wolff; Nevakar
<i>Key Components of Product Development</i> > Group Teaching/Class Activity (Groups B & C)	Elaine Hughes, Celgene/BMS
<i>The Patient Journey</i> > Group Teaching/Class Activity (Group D & E) > <u>TEAM PROJECT- DELIVERABLE #2 (REPORTS DUE)</u>	
> Group Teaching/Class Activity (Group F) > Deliverable #3 Prep	
> Brief Exam Prep	Joe Chowallur, Inside Edge; Dan Henry, Zensights
<i>Deliverable #3 Prep (till ())</i> > <u>EXAM</u> (exam will start ~ ())	

> <i>Deliverable #3 Prep</i> Career Planning – Tips/Tricks	
> <u>TEAM PROJECT - DELIVERABLE #3 - DUE</u> (Comprehensive Presentation & Appendix)	Pot-Luck Celebration – Everyone Please Bring Something Yummy :-)

¹ Modifications may be made during semester (weather, schedule changes, other).

² Class will not meet on () (Spring Break)

³ We'll have multiple guest speakers (including classmates) throughout the semester. Content they cover is “fair game” for exam. Additional details will be provided on guest speakers/schedule once finalized.

⁴ Even when your team/group is not presenting; you are expected to attend presentations of your classmates as part of your class participation requirement.

⁵ This is a DRAFT schedule and may be modified due to class discussion, weather, and/or other factors.

It is each individual student’s responsibility to keep up with any course schedule changes.

TEAM PROJECT – TEAMS, TOPICS, & SCHEDULES

This is a DRAFT schedule and may change due to a variety of factors. ~ 4 persons per team (recommend 4 persons as ‘ideal size’, 5 persons max – with instructor approval).

Team (Team Members)	<u>Drug Name</u> Indication (Manufacturer)	DUE DATES (subject to change)
<i>Example - <u>Team A</u></i> ()	<u>NVX-391 - verboxatin</u> <i>Psoriatic Arthritis</i> (Janssen)	- <i>Deliverable 1</i> – () - <i>Deliverable 2</i> – () - <i>Deliverable 3</i> – ()
<u>Team #1</u> ()	<u>BI-655130 – spesolimab</u> <i>Pustular Psoriasis</i> (Boehringer Ingelheim)	- <i>Deliverable 1</i> – () - <i>Deliverable 2</i> – () - <i>Deliverable 3</i> – ()

<u>Team #2</u> ()	<u>Voclosporin</u> <i>Lupus Nephritis</i> (Aurinia Pharma)	- <i>Deliverable 1</i> – () - <i>Deliverable 2</i> – () - <i>Deliverable 3</i> – ()
<u>Team #3</u> ()	<u>ABBV-0805</u> <i>Parkinson's Disease</i> (Abbvie)	- <i>Deliverable 1</i> – () - <i>Deliverable 2</i> – () - <i>Deliverable 3</i> – ()
<u>Team #4</u> ()	<u>Satralizumab</u> <i>Neuromyelitis optica spectrum disorder</i> (Roche/Genentech)	- <i>Deliverable 1</i> – () - <i>Deliverable 2</i> – () - <i>Deliverable 3</i> – ()
<u>Team #5</u> ()	<u>Aducanumab</u> <i>Alzheimer's Disease</i> (Biogen)	- <i>Deliverable 1</i> – () - <i>Deliverable 2</i> – () - <i>Deliverable 3</i> – ()

GROUP TEACHING/CLASS ACTIVITY

This is a DRAFT schedule and may change due to a variety of factors. ~ 3-4 persons p/ group (*try to have no more than 1 member from your Team Project in your 'Group Teaching' activity. Recommend a max of 4 team members.*)

Team (Team Members)	<u>"Article Name"</u> (page number)	DUE DATES (subject to change)
<i>EXAMPLE ONLY</i>		
<u>Group X</u> - ()	<u>"Feelings Outweigh Facts"</u> (page 170)	

<u>Group A</u> ()	<u>“Physician Frustration”</u> <i>(page 147)</i>	()
<u>Group B</u> ()	<u>“Doctors Behind Bars”</u> <i>(page 119)</i>	()
<u>Group C</u> ()	<u>“Building Brand Value”</u> <i>(page 67)</i>	()
<u>Group D</u> ()	<u>“Doctors with Attitudes”</u> <i>(page 176)</i>	()
<u>Group E</u> ()	<u>“Forward-Looking Intelligence”</u> <i>(page 165)</i>	()
<u>Group F</u> ()	<u>“No Time to Delay”</u> <i>(page 209)</i>	()

SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at ods.rutgers.edu.

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email dsoffice@echo.rutgers.edu]

[Rutgers University-Newark ODS phone (973)353-5375 or email ods@newark.rutgers.edu]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email jackie.moran@rutgers.edu]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email TitleIX@newark.rutgers.edu]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email deanofstudents@echo.rutgers.edu]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email DeanofStudents@newark.rutgers.edu]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7 . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at TitleIX@newark.rutgers.edu. If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email run.vpva@rutgers.edu]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military **veteran** or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of **mental health** services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of **physical health** services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of **legal** services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to **English as a second language (ESL)** should contact the Program in American Language Studies for supports.

[Rutgers–Newark: PALS@newark.rutgers.edu]

[Rutgers–New Brunswick: eslpals@english.rutgers.edu]

If you are in need of additional **academic assistance**, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>]

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]