

Marketing
Course Number: 29:630:369
Course Title: New Product Planning

COURSE DESCRIPTION

This course deals with the challenge of bringing to market solutions to customer needs, otherwise known as products and/or services. This challenge is fundamental in customer-centric companies and is relevant whether it is for a startup or a large company, or whether your customers are individual consumers or companies.

We will examine the most successful strategies, processes and methods used to bring a product from idea generation to market launch. Organizational implications of new product development, barriers to success, and effective methods to drive a new product concept through the entire development cycle will be covered. Emphasis will be placed on the ability of Marketing managers to integrate Marketing with other functional units involved in guiding a product along the development path (e.g., R&D, Operations, Finance, Sales, Quality, and Supply Chain functions).

Maximizing the success of new products and services is critical to all organizations: for-profit, not-for-profit, business-to-consumer, business-to-business, and entrepreneurial. Success in new products will catapult companies ahead of their competitors, but failures will leave them in the dust. Product development cycles are getting faster and faster, the need to collaborate with multi-functional teams (often geographically dispersed around the globe) has increased significantly, and the role and importance of design excellence and execution have become of paramount importance. The course is structured around the following key steps of the product-development process and IDEO product design principles for launching new products.

1. Needs Assessments and Opportunity Identifications
2. Concept Generation and Validation
3. Product Design and Development
4. Product Testing
5. Launch and Life-Cycle Management

COURSE MATERIALS

Book: Design Thinking: New Product Development Essentials From The PDMA by Michael G Luchs, Wiley Publishing, 2015, ISBN-13: 978-1118971802

Book: Product Design and Development—Karl Ulrich and Steven Eppinger, 6th Edition, McGraw Hill, 2015, ISBN-13: 978-0078029066

In addition to these books, please check Canvas on a regular basis for additional articles. The following articles are required readings for the course.

“Innovating Like Steve Jobs”, by Brad Barbera, Visions, Issue 1, pp. 1-15, 2012

“Finding the Right Job for Your Product”, by Clayton Christensen, MIT Sloan Management Review, pp.1-15, Spring 2007

“Solving the Problems of new product forecasting”, by Kenneth B. Kahn, Science Direct, pp. 607-615, 2014

“Involving Suppliers in New Product Development”, by Robert B. Handfied, California Review Management, pp.58-82, Fall 1999

“What is Strategy”, by Michael E. Porter, Harvard Business Review,

“An Entrepreneur’s New Product Development Journey”, by Elie Ofek, Harvard Business Review, pp.1-19, March 29, 2013

LEARNING GOALS AND OBJECTIVES

This course is designed to help students develop skills and knowledge in the following area(s):

Business knowledge. Students will have a command of marketing theory and practice in the area of new product planning. Students who complete this course will demonstrate:

- a. Mastery of fundamental new product planning concepts and the ability to integrate and apply these concepts to resolve practical business problems in the new product planning field.
- b. Proficiency at analyzing and interpreting numerical data to resolve practical business problems in the new product planning field.

Ethical judgment. Students will use reasoned and ethical judgment when analyzing problems and making decisions. Students who complete this course will demonstrate:

a. Recognition of ethical dilemmas in decision-making scenarios in a new product planning context.

Global perspective. Students will have the breadth of perspective necessary to effectively function in a global and diverse business environment. Students who complete this course will demonstrate:

a. A basic understanding of how to conduct new product planning internationally.

Persuasive communication. Students will be effective communicators. Students who complete this course will demonstrate:

- a. Ability to construct clear, concise, and convincing written business communication with the class activities and assignments.
- b. Ability to construct and deliver clear, concise, and convincing oral business communication with the class activities and assignments.

Students develop these skills and knowledge through the following course activities and assignments:

PREREQUISITES

Introduction to Marketing – 29/33:630:301

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.

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.” *****You must sign and date and return the statement by () declaring that you understand the RU Academic Integrity Policy. I will post the statement form on Canvas this week.**

[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.

*****You must sign, date and return the statement by () declaring that you understand the syllabus. I will post the statement form on Canvas this week.**

ATTENDANCE AND PREPARATION POLICY

Expect me to attend all class sessions. I expect the same of you. If I am to be absent, my department chair or I will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/>. If your absence is due to religious observance, a Rutgers- approved activity, illness, business trip or family emergency/death and you seek makeup work, also send me an email with full details and supporting documentation within 5 days of your first absence.

1. Expect me to arrive on time for each class session. I expect the same of you. If you are going to be tardy, please notify me via e-mail and the reason.
2. Expect me to remain for the entirety of each class session. I expect the same of you. If you have to leave early, please let me valid reason (business meeting, family emergency, etc.) before the start of class so I can plan accordingly.
3. Expect me to prepare properly for each class session. I expect the same of you. Complete all background reading and assignments. You cannot learn if you are not prepared.
4. Expect me to participate fully in each class session. I expect the same of you. Stay focused and involved. You cannot learn if you are not paying attention.

If you are unable to attend the class meetings be sure to contact me beforehand to discuss your absence. I suggest that you use a "buddy" system to ensure that if you miss a class that you get the appropriate notes from the lecture. If you have any additional questions, please reach out to me to schedule an appointment during my office hours. If you are unable to meet with me during office hours, we can make arrangements to schedule for an alternate day and time.

Please note that all assignments are to be completed using Microsoft Office (Word, Excel, and PowerPoint)

For weather emergencies, consult the campus home page. If the campus is open, class will be held. Please also check Canvas because I might be posting additional information regarding the weather situation and class materials for that day.

CLASSROOM CONDUCT

Even though there isn't a specific grade assigned, project participation is included in the above grading. Both individual's participation in class and on his or her assigned team will be considered. Anonymous individual feedback from your team members via Survey Monkey will be considered, but I will make the final decision based on my observations.

You select your team. If a student strongly desires to be placed on another team, that will be allowed only if a member from another team volunteers to switch teams with the student requesting such a change. No team changes will be allowed after the second class.

If you miss two or more classes without informing me in advance and without good reason, your overall grade will be negatively impacted. Treat it as your job. If you don't show up to work without a valid excuse, you can't expect to keep your job for long. I do understand that there are circumstances that may require you to miss a class so informing me in advance will help you here (see approved excuses under attendance policy above), but does NOT remove your responsibility for all assigned work.

PLEASE NOTE: Please adhere to professional behavior in class. Cellphones and other electronic devices should be shut off during class. Also refrain from texting, chatting, checking Facebook or Twitter, reading the newspaper, wearing headsets, etc. Such behavior is RUDE and will negatively impact your final grade.

EXAM DATES AND POLICIES

There are NO exams for this course.

GRADING POLICY

Course grades are determined as follows:

1) In Class Exercises (10%)

A series of brief exercises (both in-class and out of class) will be conducted during the semester. These are designed to give you practical experience with, and illustrations of, some of the product-development principles you will encounter.

Some exercises will be in-class and some will require additional outside-of-class activities. Some will be small-group activities, and some will be individual. Due dates will be provided as these exercises are described in class. If the report is the work- product of a team, and not just that of an individual, only a single report is due with the names of each participant on it.

If such a project is conducted in-class, you must be in class on the day it is initiated in order to participate in this opportunity. If you are not present in class on the day such a project is

initiated, then you have waived your right to participate in that particular activity, unless you have a university-approved excuse (see under Attendance Policy).

Class participation for the semester is counted under this category. Class participation is NOT simply showing up and keeping your seat warm, but actively contributing the discussion/dialogue of the topics that covered in class that day. Participation does NOT require you to contribute in every class on every topic. I will be looking at a trend, taking note that you participated on a regular basis over the course of the semester.

2) Case Study (20%)

There will be one Harvard case study assigned to each team during the semester. Teams will be formed to lead the discussion of each. These presentations are centered on the themes of idea generation, innovation techniques/strategies, new product launch, and global adaptations of new products. For the case presentations, you are required to present the case summary, answer the case questions and apply the course concepts to the case content. Each presentation will be 25 minutes long not including Q&A from the class. All students are responsible for reading the cases before each scheduled presentation. Students are also responsible for reading the other team cases in preparation for class discussion. Team case assignments will be determined by the second week once team case assignments have been confirmed with me. Teams are permitted to select their own Harvard cases as long as they address the concepts of new product planning. Cases that will be covered (if not chosen by student teams) will include the Segway case, The Entrepreneur Journey and El Bulli case, etc.

3) Project (40% total , 20% for the presentation and 20% for the paper)

The project portion of this course is to develop the concept for and design a new product or service, test it on a consumer group. The goal of this project is to apply the principles and methodologies of product development in a realistic context. The deliverables are the team new product presentation and a marketing/business plan with a new product development focus.

4) Product or Service Critique (30% total, 15% for each one)

Two four page typed papers discussing the merits and the weaknesses of a product or service. Since it is a critique, you should discuss what is wrong or inferior with the product, service or business model and your recommendations to improve the product or service. Suggestion: You can discuss why a past product failure was not embraced by the marketplace.

100% Total

Grading

I typically don't grade "on a curve", but rather in terms of performance. Final Letter Grades are based on the following performance criteria:

Grade

| | |
|----|--------------|
| A | 94 and above |
| B+ | 87.0 – 93.9 |
| B | 80.0 – 86.9 |
| C+ | 77.0 – 79.9 |
| C | 70.0 – 76.9 |
| D | 60.0 - 70.0 |
| F | < 60 |

Grade grubbing: "Your final grade is not subject to negotiation. If you feel I have made an error, submit your written argument to me within one week of receiving your final grade. If I have made an error, I will gladly correct it. But I will adjust grades only if I have made an error. I cannot and will not adjust grades based on consequences, such as hurt pride, lost scholarships, lost tuition reimbursement, lost job opportunities, or dismissals. Do not ask me to do so. It is dishonest to attempt to influence faculty in an effort to obtain a grade that you did not earn, and it will not work.

COURSE SCHEDULE

****SEE CANVAS FOR SPECIFIC ARTICLES THAT NEED TO BE READ AS**

WELL AS THE CASE PRESENTATION SCHEDULE WHICH WILL BE

DETERMINED BY ME AND THE PARTICIPATING TEAMS. CHAPTER READINGS REFER TO THE DESIGN THINKING BOOK.

| <u>TOPIC</u> | <u>ITEMS DUE</u> |
|---|------------------|
| Syllabus, Course Expectations, IDEO Video | Nothing Due |

| | |
|----------------------------------|---|
| New Prod Planning Basics | Nothing Due |
| IDEO Techniques, Brainstorming | Team Mindmap Due, Initial Team Research Due |
| Needs Assessment, chapters 1-2 | Nothing Due |
| Needs Assessment | Check Canvas—Case Discussion |
| Concept Generation, chapters 3-4 | Check Canvas—Case Discussion, First Critique Due |
| Concept Generation, chapters 5-6 | Check Canvas—Case Discussion/Presentation |
| Product Design, chapters 7-9 | Check Canvas—Case Presentation |
| | |
| Product Design | Nothing Due |
| Product Design, chapters 12-13 | Check Canvas—Case Discussion/Presentation Due |
| Product Testing, chapters 14-16 | Second Critique is Due |
| Product Testing, chapters 17-19 | Check Canvas—Case Presentation/Presentation Due |
| Product Testing continued | Product Testing continued |
| Final Presentations Due | Final Presentations Due |
| Final Papers Due | Final Papers Due |

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.]