MANAGEMENT 163

Entrepreneurship and New Product Development
For Easton Technology Center
Summer 2017-A
Syllabus- V1.1
February 2017

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Enrollment: Open enrollment.
Time: M-W 10:30 to 1:30 PM
First Class meets: Monday, June 26
Room: TBD

Course Description

New products are the lifeblood of any corporation and the cornerstone of any economy. Without expanding the product portfolio, any modern corporation can quickly succumb to competition and lose significant market share, or even be totally dis-intermediated. This phenomenon has been intensified with the advancements in digital economy. The innovation process has been significantly altered as a result of the impact of digital economy across all industries and markets. While most companies recognize the need for new products, not all such new products that are introduced to the market are successful. And even a smaller percentage can stand the test of time and reach significant market share or achieve resilient popularity. Innovation is one of the key drivers of making new products. We will examine the process of innovation and new product development and discuss the associated paradigms and success factors (through the case and class discussions).
This course is designed to help students deepen their understanding of new product innovation, development, and management. In the course the student will assume the role of a product developer or a product manager focused on developing a –new- concept into a new product (for a start-up or a mature corporation). This product developer/ manager identifies, develops, and commercializes a new product according to the material presented in the class and the reading assignments. The course will seek to develop students' critical thinking, decision-making skills, and creativity to develop and launch a successful new product (team project).

Course Objectives

After completing this course, you should have developed a deep understanding of:

1. Innovation, managing innovation, and relationship between innovation and firms, markets, and economic growth.
2. How to define and develop new technology-based products and business concepts
3. High-tech product development and marketing
4. Business models, scaling and monetization
5. Intellectual property and its protection
6. Product strategy, product platforms, product line extension, life cycle management, transfer to production, supply chain management, and outsourcing
7. Review of selected start-ups in Los Angeles area
8. Topics in convergence, digital media, unicorns, social media, product management, agile development, defining new products, making MRDs and PRDs

Texts and Course Materials:

Optional Text:

Bringing New Technology to Market, Kathleen R. Allen.

ISBN-10: 0130933732 • ISBN-13: 9780130933737

©2003 • Prentice Hall • Paper, 367 pp

Mandatory Course Material:
Course pack, listed below, included cases and articles from Harvard Business School as well as many other sources. This is the mandatory list and primary course material. All students must obtain these papers, cases and articles. The link to obtain most of the articles at Harvard Business School site is: http://cb.hbsp.harvard.edu/cbmp/access/61660590

Please see next page for details.

Case/Article	Publisher	Source
Disruptive Technologies Catching the Wave	HBS	HBS course pack
Market Segmentation, Target Market Selection, and Position	HBS	HBS course pack
Developing new products and services, the marketer's role	HBS	HBS course pack
Needfinding, the Why and How of uncovering people's need	Design management journal	http://www.paulos.net/teaching/2011/BID/readings/needfinding.pdf
A Practical Guide to Conjoint analysis	HBS	HBS course pack
Models of Innovation: Start-ups and Mature Corporations	California Review magazine	HBS course pack
Sweetwater case	HBS	HBS course pack
Designing Breakthrough Products	HBS	HBS course pack
How Video Games Are Infiltrating--and Improving--Every Part of Our Lives	Fast Company, 2010	http://www.fastcompany.com/1702209/how-video-games-are-infiltrating-and-improving-every-part-our-lives
Breakeven Analysis	HBS	HBS course pack
The Unicorn Club 2015 - Leasrning from Billion-dollar Companies	Tech Crunch	http://techcrunch.com/2015/07/18/welcome-to-the-unicorn-club-2015-learning-from-billion-dollar-companies/#.qjmae3:Lhp0
Apple Case: Design Thinking and Innovations at Apple	HBS	HBS course pack
Why Business Models Matter	HBS	HBS course pack
Media, Social Media	HBS	HBS course pack
Case: Amazon, Apple, Facebook and Google	HBS	HBS course pack
The Product Manager	HBS	HBS course pack

For the first class session:
1. Read assigned articles listed in the weekly course plan.
2. Read the Marketing topics paper assigned and get familiar with concepts such as STP (segmentation, targeting, positioning). We will discuss these in the class as well.
3. Prepare to form groups for team projects (4 or 5 teams)
4. Write and hand-in a 1-page sheet (no more than 1 page). Compare and discuss the differences between a *good* product and a *great* product. Use your experience as a consumer, as well as your perceptions and thoughts about good and great products. Make sure to provide plenty of examples and be prepared to discuss them in class.

Note: This assignment will not be graded and has no impact on your grade; the only purpose is to get you ready for the class discussion on this topic.

Description of Assignments

Participation: Class (25%) and team (5%)

It is expected that each student comes to the class fully prepared to discuss the reading material and the case that are due on that day. You will be asked direct questions about the case and the assignments, including cold calling. Your class participation will count for 20% of the grade. This includes attending all the class sessions, but more importantly actively contributing to the discussion topics and ideas presented by the professor and your classmates. Your active participation in and contribution to the team projects will also be graded by your team mates, and that will count as 5% of your grade. If you have any concerns or issues regarding class participation, please notify me immediately.

It is expected that each student will attend the entire 12 class sessions without any absenteeism (so please plan accordingly).

Cases - 3 cases, 30%

The 3 cases are to be completed as group assignments. Each group will need to do a case write up, which includes a general discussion of the case and the primary issues, as well as answering specific questions provided for each case. Your response should demonstrate your understanding of the concepts taught in the class, particularly those related to product innovations, new products strategy and development. Each case paper should be no less than 5 and no more than 10 pages (excluding title page, if any).

Each of these cases will be discussed in class on the due date. Each member of the group will receive the same grade on the case write up.

Team Project: 40%

The critical deliverable for the course will be the development of a comprehensive plan for a new product. All aspects of product development are to be discussed, including market research, product definition, product design trade-offs, alpha customers, product packaging, and launch. A discussion of product strategy, the ecosystem, competitive threats, necessary partnerships and alliances for success should also be included. The team

will implement the concepts and processes learned in the class in the design and development plan for the new product. There will be a paper (30%) and a presentation (10%) from each team (paper is due the last day of class, presentation delivery TBD). A template for the paper will be provided.

It is necessary that the teams start to work on this project as soon as possible. The team members should select the subject of their project and report that to me around the 2nd week and certainly before the 3rd class session. In the middle of the term I will conduct a team by team review of the project and how it is progressing.

Learning Teams

During the first class session, you will divide yourselves into learning teams consisting of 5 to 7 students per team. You will be completing all assigned group projects with your team. Since you will be working very closely with your team members, make sure you are in a team that is compatible with your needs. Consider the following when you are choosing your team:

1) Attitude is everything !!! (for your teammates and for me)
2) Logistics such as home locations and schedules.
3) Expectations and ambitions.
4) It is often helpful to have a variety of expertise and disciplines. So please mix it up! Choose people with different skills as your teammates, even if you don't know them !!!
5) Each member must take full responsibility for the effective management of the team's efforts. Occasionally, disagreements arise between team members and complicate the process. There will also be disagreements in terms of the work load and fair contribution of each team member. Keep in mind these learning teams do not differ significantly from project teams in the work place. This is a unique opportunity to learn how teams function, how team members interact, and to learn to amicably work out differences. Also remember that each team member will get to grade the performance, contribution and attitude of the other team members (5% of the participation grade). So you need to participate in the team projects in a consistent and disciplined manner and with the right attitude.
6) If your team faces some issues affecting performance and functioning, please let me know ASAP so that I can help resolve the issues.

Expectations of Written Work

Cases are due at the start of class. All papers must be typed in 12 point font, double-spaced using standard one inch margins and stapled in the upper corner. If your written work falls short of these guidelines, you will be penalized. Please do not put in presentation binders. All papers are graded for content in meeting the defined objectives as well as clarity of communication (proficient use of English grammar and punctuation is expected). All reference resources must be properly cited.

Grading

The grades will be weighted as follows:

Assignment / Task	Weight	
Class Participation	30%	Individual
3 Cases	30%	Team
Project Final Presentation	10%	Team
Project Final Paper	30%	Team

Instructor's Expectations:
- Come to class fully prepared to discuss all assigned material. This is the most critical component of learning in this course.
- Contribute to the class discussion in a way that enhances the learning process.
- Conduct yourself in class as you would in a business situation (i.e., be courteous, offer constructive debate on issues, build on other's comments and points of views, compliment on a job well done, and give appropriate feedback). Your thoughtful and active participation in the educational process is what makes your participation grade.
- Share responsibility for the quality of the experience.
- Attend all class sessions. Please notify me in advance if you are going to be late or missing a class. Note that absence might affect your grade.
- In general, using laptops and tablets are discouraged, while using phones are prohibited during class discussion (phones must be off). However there will be times that I will ask you to use your computers in the class to prepare for an exercise, or research some material, or make a one-page presentation (typically with your group).

Weekly Course Plan: (per session)

(see next page)

		Session Summary	Readings	Assignment Due
wk 1	M	Innovation Process: past, present, future American Competitiveness	Disruptive technologies, catching the wave	1 page on good vs. great product
	W	Marketing Strategy Few Marketing Frameworks	Market Segmentation, Targeting, Positioning	in-class exercise
wk 2	M	Recognizing Technology Opportunities and Developing Products	Developing new products and services	in-class exercise
	W	How to conceive and define new products	Needfinding, the why and how of uncovering People's needs	1st Case: Sweetwater
wk 3	M	Developing A technology-based business concept Ecosystem	Conjoint Analysis (and example)	in-class exercise
	W	High Tech Product Development Transforming Industries	Models of Innovation - Start-up and Mature corporations	2nd Case: Apple
wk 4	M	Product Line Extension Software-as-a-service Hardware as Platform	Designing Breakthrough Products How Video Games Are Infiltrating Every Part of Our Lives	in-class exercise
	W	Breakeven Analysis Paper Review	Breakeven Analysis The Unicorn Club 2015 - Leasrning from Billion-dollar Companies	in-class exercise
wk 5	M	Concepts of Intellectual Property	Amazon, Apple, Facebook, Google Case	3rd Case: AGFA
	W	Business Models Scaling and Monetization Challenges	Why Business Models Matter	60% completed project paper
wk 6	M	High-tech products and Markets Convergence Media	Social Media	90% completed project paper
	W	Kickstarter Product Life Cycle Management	The Product Manager	Final project paper