

**University of Florida**  
**Warrington College of Business**  
**MAR6833 – New Product Development and Management**  
**Syllabus: Fall 2017, Module 2**

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Class Time: Tue./Thurs.  
4:05 PM - 6:00 PM (section 01C2)

Class Location: Stuzin Hall 103

Office Hours: Immediately after class, or by appointment

### **Course Objectives**

This course addresses how to develop successful new products. It will be useful to students interested in a wide range of careers, including market research managers, product managers, entrepreneurs, and consultants.

Students will learn practical career tools grounded in rigorous academic research. By the end of the course, students will be able to conduct customer interviews, build perceptual maps, run concept tests, and use other market research tools in order to learn about customer needs and help design profitable new products. Students will also be able to analyze a company's unique resources to formulate a new product strategy.

### **Required Readings**

Course reader with cases, available at this website:  
<http://cb.hbsp.harvard.edu/cbmp/access/65995838>

### **Grading**

40% Midterm exam  
40% Final team project  
20% Class participation

An individual one-page write-up is due prior to each case discussion. Please see more details in the section on "Case Discussions" below.

## **Midterm Exam**

The midterm exam questions will be based on material from the lectures and cases. I will hold an in-class review during the class prior to the exam.

If you cannot attend class during the date of the exam, you must submit a written signed excuse explaining why. We will then schedule a make-up exam.

## **Case Discussions**

There are three case discussions. For each case, the class schedule (see below) lists questions you should think about as you read the case. You should then submit a one-page write-up (double spaced) answering these questions on Canvas prior to the start of class. The purpose of these write-ups is to make sure that everyone is well-prepared, so that we can have a productive discussion.

Many of the questions do not have a clear right or wrong answer, and I will not grade these write-ups. However, at the end of the semester I will check that everyone has done the write-ups and has put in a reasonable level of effort. If it appears that you have exerted very low effort, I will e-mail you and give you a choice between accepting a penalty to your final grade or (to avoid this penalty) submitting another, longer write-up on the cases for which your write-ups were not acceptable. If you do not receive such an email from me, then your write-ups are acceptable.

## **Final Team Projects**

You should join a team of between 3 and 5 people who are all in the same section. Teams of 6 are not allowed because previous experience has shown it is difficult to manage such large teams and ensure that everyone contributes.

### ***Team Project Deadlines***

November 28: Form teams in class

December 7: In-class project presentations (10-minutes per team), and project write-ups are due at the start of class. Please e-mail me a copy and also bring a hard copy to class.

The write-up should be 6 to 8 pages (double-spaced). The purpose of the page limit is to force you to focus on the key points and make your points concisely. Teams that use single-spacing or exceed the page limit will be penalized with a reduction in their grade. Your write-up may include an appendix with additional charts and figures, which do not count toward the page limit.

You should cite any sources of information used as the basis of your report, such as books, newspaper articles, web pages, and personal interviews.

### ***Team Project Topic: New Product Proposal***

1. Choose a company (not one from the class case discussions).
2. Provide a brief overview of the company: when it was founded; recent revenues and profits; key products; types of customers it serves.
3. Describe at least 3 important resources the company has: What makes each resource valuable? What makes it difficult to imitate?
4. Choose at least one key competitor and describe how its resources are different than those of the focal company.
5. Based on this analysis of resources, come up with an idea for a new product the company could launch. This product can be new to the world, new to the firm, or an extension or improvement of an existing product line.
6. Describe market research (e.g., interviews, surveys, perceptual mapping, or conjoint analysis) that you would conduct before launching the product. (You need only to propose the market research you would do; you do *not* actually have to conduct the market research.)
7. Describe how the results of your market research might change your plans for the new product. In what cases would the results cause you to abandon the product idea? How might you change product features in response to the market research?

### ***Team Management***

All members of a team will receive the same grade for the project. It is important for everyone to contribute and be a reliable teammate. If a particular teammate is not meeting expectations, then you should first address that person directly, and ask him/her to take the project more seriously. If this does not work, then you may let me know. In extreme cases, I will allow a team to remove a teammate, or I may reduce the class grade of someone who is not contributing.

[Scroll down for class schedule on next page.]

## Class Schedule

Tue. 10/24	<b>Generating New Product Ideas</b>
Thurs. 10/26	<b>Conjoint Analysis</b>
Tue. 10/31	<b>Messenger Bag Game</b> <i>At least one member of your team should bring a laptop computer to class.</i>
Thurs. 11/2	<b>Messenger Bag Game Results, and Lean Startup Principles</b>
Tue. 11/7	<b>Concept Testing</b>
Thurs. 11/9	<b>Concept Testing: Results and Discussion</b>
Tue. 11/14	<b>Perceptual Mapping</b>
Thurs. 11/16	<b>Case Discussion: Burberry, and Review for Midterm Exam</b> Case questions for one-page write-up: <i>(1) What challenges did the Burberry brand face in 1997?</i> <i>(2) How did the new management team address these challenges?</i>
Tue. 11/21	<b>Midterm Exam</b>
Thurs. 11/23	<b>No Class (Thanksgiving Break)</b>
Tue. 11/28	<b>Developing and Exploiting Resources, and In-class Work on Team Projects</b>
Thurs. 11/30	<b>Case Discussion: Google Glass, and In-class Work on Team Projects</b> Case questions for one-page write-up: <i>(1) What resources does Google have that helped it create and market Google Glass?</i> <i>(2) What resources does Google <u>lack</u> that would help it create and market successful new wearable technologies?</i>
Tue. 12/5	<b>Case Discussion: Spotify, and In-class Work on Team Projects</b> Case questions for one-page write-up: <i>(1) From a customer perspective, what are some advantages and disadvantages of using music streaming services (e.g., Spotify) instead of buying MP3s (e.g., from iTunes)?</i> <i>(2) Was it a good decision for Apple to launch its own music streaming service? Why or why not?</i>
Thurs. 12/7	<b>Student Presentations of Team Projects</b> <i>Project write-ups due. Please submit a hard copy and also email me a copy.</i>

**Students with Disabilities Policy:**

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

**Online course evaluation process:**

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations are typically open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at [https://evaluations.ufl.edu/results /](https://evaluations.ufl.edu/results/).

**Integrity Pledge:**

UF students are bound by The Honor Pledge which states, "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor.

**Getting Help from the U Matter, We Care Team:**

Your well-being is important to the University of Florida. The U Matter, We Care initiative is committed to creating a culture of care on our campus by encouraging members of our community to look out for one another and to reach out for help if a member of our community is in need. If you or a friend is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu) so that the U Matter, We Care Team can reach out to the student in distress. A nighttime and weekend crisis counselor is available by phone at 352-392-1575. The U Matter, We Care Team can help connect students to the many other helping resources available including, but not limited to, Victim Advocates, Housing staff, and the Counseling and Wellness Center. Please remember that asking for help is a sign of strength. In case of emergency, call 9-1-1.