

NORTH PARK UNIVERSITY
School of Business and Nonprofit Management

Syllabus

BSE 3640	Fall 2009
Brand Management and New Product Development	Tuesdays and Thursdays 1:30-3:10

Instructor:

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Office Hours: Professor McMath is available Mondays (10-3) at the SBNM Office (5043 N. Spaulding, Tuesdays and Thursdays (before and after classes), and Wednesdays by appointment. I also maintain virtual office hours via email

Texts:

Donald Lehmann and Russell Winer, Product Management, 4th Edition, McGraw Hill Irwin, 2003. ISBN 0-07-286598-9

Class Format:

This class utilizes lectures, class discussion, team activities, projects, and assignments. Students are expected to be prepared and to participate.

Student Expectations

Successful completion of the assignments in this course requires thorough preparation, critical analysis, and reflection, which, in turn, demand an adequate allocation of time and effort. **There is simply no shortcut to producing good, thoughtful work. As a result, I expect you to put forth an honest and enthusiastic effort towards your performance in the course.**

Since much of the course is based on class discussion and interaction, I expect that you will come to class prepared and ready to engage in class dialogue and participate in activities. I regard enthusiastic class participation as an essential component to the course for several reasons:

- The ability to effectively communicate your ideas and thoughts and, in certain instances, defend them is essential for your personal and professional development. So, too, is the ability to respond intelligently to others' comments. The classroom serves as a laboratory to practice and hone these skills.
- Learning takes place through active engagement in the analysis of ideas and concepts. Sharing with others your ideas and insights not only benefits the entire class, but stimulates constructive critical analysis and response.

I encourage you think of class participation in these terms:

- **Prepare:** In order to participate, you must prepare. Read the book! Read the business press (Wall Street Journal, Business Week, Fortune, etc.). Spend some time thinking about what you have read and how it relates to what we've discussed in class.
- **Attend:** Class attendance is a prerequisite to class participation. If you are not in class, you cannot participate. If you are going to be late or absent, please notify me **prior to class**. Be advised that poor attendance can affect your grade adversely.
- **Analyze/Reflect:** Use the skills you've learned in class as well as your own life experience to analyze what you have read and heard. Reflect on how it intersects with your understanding and how and why you think the way you do. How will your reflection impact a possible outcome or answer?
- **Add:** Please contribute your thoughts in class! Not only will you enhance your own learning, the entire class will benefit and you'll hone your communications skills.

Submission of work

Written assignments are expected to be turned in on time (at or before the start of class on the due date), and be double-spaced with 1" margins to allow me to easily insert comments. To maintain as much anonymity as possible when grading, **only write name on the back of the last page of each assignment**. One goal of this course is to help prepare you for a career after you graduate, and the course will help model behavior that can enhance your professionalism. Therefore, no late assignments will be accepted except for extreme and extraordinary circumstances (i.e., death in the family). I repeat, **no late assignments will be accepted**. I strongly encourage you to complete assignments well ahead of the due date so sudden, unforeseen circumstances do not preclude you from competently completing and submitting on time your assignments. Written assignments will be evaluated on content and grammar.

Grading: Grades will be based on the following:

1. Class Participation	20	ongoing
2. Problem-Idea Journal	20	9/18
3. Innovation Analysis	30	10/14
4. Portfolio Analysis	50	11/6
5. New Product Development Plan		
Proposal	--	9/30
Paper	40	12/2
Presentation	30	12/2 & 12/4
Team member evaluation	10	12/4
Total	<u>200</u>	

Barring a computational error on the part of the instructor, the final grade for the course will not be changed once it has been posted.

Problem Idea Journal

This exercise is designed to help students identify product/service ideas resulting from problems. You are to keep a journal that includes:

- Description of problem
- Date problem occurred
- Product or service ideas that solve problem
- Do you think solving this problem presents a business opportunity?

Your journal should be typed and submitted. Note we will discuss journal ideas on a weekly basis. Journal ideas may be used for New Product Development Plan

Product Bomb

Write about a product/service that was taunted as “the next best thing since slice bread,” but failed. (Exclude Crystal Pepsi and New Coke) What is the product? What was it supposed to do and what was the target market? Research what went wrong from

- Company’s perspective
- Market/customer perspective
- Media’s perspective
- Others’ perspectives

Summarize with your perspective on what went wrong, and how, if possible the problem could have been solved.

Innovation Analysis

Read several publications like Business Week, Fortune or the Wall Street Journal and identify a “recent” innovative products and/or services.

- What is the product or service
- Why are these offerings innovation?
- What types of innovations are they-continuous, dynamic continuous, discontinuous? Functional, aesthetic, symbolic?
- Describe whether you think adoption or diffusion of these offerings will be fast or slow by using concepts associated with innovations, such as relative advantage, observability, and legitimacy
- Indicate how marketers might overcome resistance and speed adoption and diffusion for those offerings whose is likely to be slow.
- Cite your resources

New Product Plan

Student teams are to develop a written marketing plan for a new product. A proposal must be approved before students can move forward with the project. Teams will present the plans during the final week of class. The plan should include:

- Objective
- Concept description
- Category attractiveness analysis
- Description of target market (size, demographics and psychographics)
- User benefits-Why would someone buy this product? What problem(s) does it solve?
- Attribute analysis
- Competitor analysis (including narration and perceptual mapping)
- Promotional strategies and campaigns
- Channel of distribution strategies
- Methods for testing concept
- Strategies for rolling out the idea
- Projected product life cycle

- Profit and loss statement

Criteria for assessing class participation

We have a lot to cover in a very short time, so attendance is expected and will be considered in assigning the class participation grade. On time attendance is the starting point for the participation grade but additionally, a subjective judgment of the quality of your inputs to each class discussion will be made by the professor after each class. I do, however, recognize that the exigencies of health and other emergencies occasionally preclude attendance and will make allowances for these if you explain them to me. I will begin classes on time and expect all students to be there ready to go to work. Those who are late will have their participation grade reduced accordingly.

- A/A- Contributes in a significant way to the classroom discussion by regularly adding own insight, integrating with or relating concepts to real-world applications, other topics in this and other business classes, and draws relevant and appropriate observations from readings and assignments.
- B/B- Active participation, may answer only when called on, but demonstrates good understanding of concepts and application of the material to real-world situations.
- C/C- Minimal participation. Answers only when called upon with little understanding of material.
- D/D- Present but does not involve oneself in class session. Answers with little more than "I don't know."
- F Absent

Criteria for assessing group participation

When the group project is assigned, more information on group participation grades will be distributed.

Criteria for grading written assignments

All written work is expected to be typed, double-spaced with 1" margins, and proofread.

Criteria for grading written assignment is as follows:

- A/A- Well written with very few errors (spelling, sentence fragments, unclear sentences, etc.). Excellent analysis and well-supported conclusions. Demonstrates complex understanding of topics and integrates concepts covered throughout the course. Answers are fully and clearly responsive to questions asked.
- B/B- Moderately well-written with few errors. Good analysis and well-supported conclusions. Demonstrates solid understanding of concepts and answers are responsive to questions asked.
- C/C- Content may show average/below average understanding of material or lack of effort in completing assignment. Inadequate support of conclusions. Answers may not fully address questions asked.

D/D- Poor overall effort with respect to comprehension of material, analysis, grammatical errors, and responsiveness to questions asked.

F Work not submitted or of extreme inferior quality.

Students with disabilities:

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the Center for Academic Services at 773-244-5737, advising@northpark.edu or stop by the office located on the 2nd floor of the Student Services Building. Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/ada>.

Academic Honesty:

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the Internet.
2. Copying another’s answers on an examination.
3. Deliberately allowing another to copy one’s answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well.

For further information on this subject you may refer to the Academic Dishonesty section of the University’s online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Schedule of Readings and Assignments

Week 1:

Intro to Class
Overview
Market Planning

Week 2:

Defining Products and Levels of Innovation
New Products: Concept Generation

Week 3:

New Products: Concept Evaluation

Week 4:

New Products: Design
Assign: Product Idea Journals Due 9/18

Week 5:

New Products: Product Use Testing
In class: Test Products

September 25
Launch and Protocol

Week 6

Category Attractiveness
In class: Write and distribute surveys
Assign: Marketing Plan Proposal Due(9/30)

Week 7

October 7
Competitor Analysis
Assign: Read chapters 3 and 4

Week 8

October 14
Customer Analysis
Assign: Innovation Analysis Due

Week 9

October 21
Elements of product strategy
Positioning

October 23
Portfolio Management Tools

Week 10

October 28
Branding

Week 11

November 4

Branding/Promotions
Assign: Portfolio Analysis due (11/6)

Week 12: November 11
Promotions

Week 13: November 18
Pricing and Marketing and Financial Metrics

Week 14: November 25
Channels and Customer Relationship Management

November 27
Thanksgiving

Week 15: December 2 and 4
Marketing Plan Presentations/Paper Due

The instructor reserves the right to make modifications to the syllabus

Topics

New Product Process (1/2 day)

- What is a new product?
- Modifications, line extensions
- New Product Process
- Concept Life Cycle

Strategic Planning for New Products (1/2 day)

- Why have a strategic plan
- New product strategy inputs
- The Product Innovation Charter
- New Product's and strategic Fit

Concept Generation (1 week)

- **Creativity**
- Product Innovation Charter
- Problem based ideas
 - Gathering the problem
 - Solving the problem
- Analytical Attribute Approaches
 - GAP Analysis
 - Trade-Off Analysis
 - Qualitative Techniques
 - Dimensional Analysis
 - Checklists
 - Relationship Analysis

Concept/Project Evaluation (2 weeks?)

The Evaluation System (Day)

- The Evaluation System
- Cumulative expenditures curve
- Risk/payoff matrix
- The decay curve
- Planning the Evaluation System
 - Potholes
 - People
 - Surrogates
- A-T-A-R Model

Concept Testing (Day)

- Significance
- The concept statement
- Determining respondent, situation, and interviewing sequence
- Customer preferences and benefit segments (identification, joint space maps)

Full Screen (Day)

- Purpose
- Screening alternatives
- Scoring Models
- Analytical Hierarchy Process

Product Protocol (1/2-1 day)

Development

Design

- Contributions of design to the new products process
- Product architecture
- Assessment Factors for Industrial design
- Model of the product design process
- Functional Interface Management

In class assignment: Design the ultimate student chair or shoe

Product Use Testing

- Set of new knowledge from product use tests
- Common Pitfalls in Beta Testing
- Decisions in product use testing

Launch

Launch cycle and tactics

Market Testing

Launch Management System

Public Policy Issues

Portfolio Management

Product Management

- How does new concept fit
- Competitor analysis
- Category attractiveness
- Market potential and sales forecasting
- Product Strategy
 - Objectives
 - Alternatives
 - Positioning
 - Branding