

COURSE INFORMATION

Course Title:	New Product Development		
Course Code:	BAMA 503	Credits:	1.5
Session, term, period:	2021 W1, Period 5	Class location:	DL 125
Section(s):	001	Class times:	M/W 2pm-4pm
Course duration:	Nov 1 – Dec 1, 2021	Pre-requisites:	n/a
Division:	Marketing & Behavioral Science	Co-requisites:	n/a
Program:	MBA		

INSTRUCTOR INFORMATION

Instructor:	Dr. Tim Silk	Office location:	Henry Angus 569
Phone:	604-822-8362	Office hours:	T/T 12:30-1:30 at my office or via Zoom
Email:	tim.silk@sauder.ubc.ca		

COURSE DESCRIPTION

The process of identifying market opportunities and developing new products and services is a source of competitive advantage and organizations are increasingly dependent on new products as a source of innovation and profitability. This course is for those interested in learning industry best practices for developing new products and services and the factors that influence success and failure at each stage of development. Topics include opportunity identification, market validation, product design, stage gates and pass/kill decisions, concept testing, and new product forecasting. The course is focused on teaching you how to implement best practices and developing your ability as a manager and decision maker.

COURSE FORMAT

Classes consist of concept classes and case classes. Concept classes are discussion-based classes where you learn problem identification and market-validation methodologies and industry best-practices. Case classes give you practice applying industry best practices to make decisions. Your job is to assume the role of the decision maker in the case, apply the course concepts to analyze the information provided in the case, and present evidenced-based arguments in class to determine the best course of action.

LEARNING OBJECTIVES

By the end of this course, students will be able to:

1. Apply market discovery techniques to identify and validate market opportunities.
2. Collect and analyze data to evaluate market attractiveness and potential.
3. Collect and analyze data to guide product design decisions.
4. Evaluate factors that influence new product adoption and diffusion.
5. Apply concept testing techniques to develop sales forecasts and make launch decisions.
6. Apply stage gates and project planning frameworks to manage the development process.

ASSESSMENTS

Summary

<u>Component</u>	<u>Weight</u>
Online Pre-Assessments (individual)	10%
Class Participation (individual)	20%
Case Submission (individual)	30%
Product/Service Concept Presentation (teams)	40%
Total	<u>100%</u>

Details of Assessments

Online Pre-Assessments (10%):

Online pre-assessments are short quizzes that students complete on Canvas before the start of each class to ensure that everyone has read the assigned case or article for that day. This will ensure that everyone is prepared for class so that class time can be dedicated to higher-level discussion. Pre-assessments must be completed before the first live class or will receive a grade of zero.

Class Participation (20%):

Students are evaluated on participation in every class. Your participation grade is based entirely on the extent to which your contribution to class discussion impacts the learning of others. Asking an intriguing question or presenting your analysis is more impactful than simply answering a question. Respecting your classmates is paramount and I value quality over quantity.

Grading Scale for Class Participation:

- 0 – Absent or late to class, or student video not on during Zoom sessions.
- 5 - Present but does not participate.
- 6 - Participates with basic information such as case facts.
- 7 – Offers an opinion or asks/answers a basic question.
- 8 – Engages in a meaningful discussion with other members of the class.
- 9 – Shares an analysis using data or evidence from the case or reading.
- 10 – Provides insight or asks a question that is instrumental in advancing understanding.

Case Submission (30%)

The case submission is a comprehensive case that requires you to apply the concepts covered throughout the course. The case and questions will be posted on Canvas. The take-home format is open-book so that you have ample time to apply the course concepts and conduct your analysis. The case submission is an individual assignment. You may not consult with your classmates or any other individuals. Anyone violating this rule will receive a grade of zero. Your case is due at the start of class on the due date (refer to class schedule). We will discuss the case in class. Consequently, late submissions cannot be accepted and will receive a grade of zero.

Product/Service Concept Presentations (40%)

Your team, consisting of 4-6 self-selected team members, will apply the course concepts and techniques to develop a proposal for a new product or service concept. The project will include a market exploration stage to identify a problem to solve or job to be done, a market validation stage to identify which aspects of the problem domain represent the greatest market opportunity, followed by trade-off decisions and final concept formulation. Teams are required to email Tim with their list of team members and a general description of the problem they wish to address by the end of week 2.

Each team will deliver a remote 20-minute presentation via zoom in the exam week in which the team pitches its product/service concept. The presentation will be followed by a 10-minute Q&A period. The format of your presentation is up to you and your team members, but it should be professional and involve each member of your team. Presentations will be evaluated using the Presentation Evaluation Sheet at the end of this course outline. Your team should review the evaluation criteria listed on the Presentation Evaluation Sheet when developing your presentation.

Peer Evaluation

The peer evaluation form at the end of this course outline will be used to assess the contribution of each team member to the team project. Students will be evaluated anonymously by their team members on the criteria shown on the form. Peer assessments will result in downward grade adjustments in cases where a student receives a score of 1 (Problematic) or 2 (Insufficient) on any criterion from more than one team member. The final question of the evaluation asks: all things considered, what percentage of the team's grade does the individual deserve? I will take the average peer score for each student and multiply it by the team's grade to arrive at the student's grade. For example, if a team receives a grade of 80% (an A-) and a member of the team receives an average peer score of 75% from their team members, that team member's individual grade will be $75\% \times 80\% = 60\%$ (a "C" rather than an "A-").

LEARNING MATERIALS

All articles, cases and class notes are posted on the course page in Canvas (no text book to purchase).

COURSE-SPECIFIC POLICIES AND RESOURCES

Missed or late assignments, and regrading of assessments

Late submissions will not be accepted and will receive a grade of zero. Any pre-assessments missed by students who add the course during the specified add/drop period will be excluded from the students' grade (i.e., pre-assessments missed before adding the course will not count against your grade).

Academic Concessions

If extenuating circumstances arise, please contact the RHL Graduate School program office as early as reasonably possible, and submit an [Academic Concession Request & Declaration Form](https://webforms.sauder.ubc.ca/academic-concession-rhlee) <https://webforms.sauder.ubc.ca/academic-concession-rhlee>. If an academic concession is granted during the course, the student will be provided options by RHL, or by the instructor in consultation with RHL, per [UBC's policy on Academic Concession](#).

POLICIES APPLICABLE TO COURSES IN THE ROBERT H. LEE GRADUATE SCHOOL

Attendance

Excepting extenuating circumstances, students are expected to attend 100% of their scheduled class hours. Absent students limit their own academic potential, and that of their classmates, and cause unnecessary disruption to the learning environment. Students missing more than 20% of the total scheduled class hours for a course (including classes held during the add/drop period) without having received an academic concession will be withdrawn from that course. Withdrawals, depending on timing, could result in a “W” or an “F” standing on the transcript.

COVID-19 Policies for Attendance & Academic Concessions:

If a student feels unwell, they should stay home and send a courtesy email to each impacted instructor and cc their program manager. The student should also submit an [Academic Concession Request & Declaration Form](#).

If a student suspects possible COVID-19 infection, they should use the BC Ministry of Health’s [self-assessment tool](#), to help determine whether further assessment or testing for COVID-19 is recommended.

If a student is required to self-isolate (e.g., while waiting for test results), they should follow the steps above (stay home, email instructor(s) and program manager, submit an [Academic Concession Request & Declaration Form](#), and follow BC Health Guidance.

Students who are required to quarantine, should get in touch with their Program Manager to discuss the possibility of academic concessions for each impacted course. The Program Manager will work closely with your instructors to explore options for you to make up the missed learning.

COVID-19 Safety in the Classroom:

Masks: Masks are **required** for all indoor classes, as per the BC Public Health Officer orders. For our in-person meetings in this class, it is important that all of us feel as comfortable as possible engaging in class activities while sharing an indoor space. For the purposes of this order, the term “masks” refers to medical and non-medical masks that cover our noses and mouths. Masks are a primary tool to make it harder for COVID-19 to find a new host. You will need to wear a medical or non-medical mask for the duration of our class meetings, for your own protection, and the safety and comfort of everyone else in the class. You may be asked to remove your mask briefly for an ID check for an exam, but otherwise, your mask should cover your nose and mouth. Please do not eat in class. If you need to drink water/coffee/tea/etc, please keep your mask on between sips. Students who need special accommodation are asked to discuss this with the program office.

Seating in class: To reduce the risk of COVID-19 transmission, please sit in a consistent area of the classroom each day. This will minimize your contacts and will still allow for the pedagogical methods planned for this class to help your learning.

Visit the following website for the most recent updates regarding COVID-19 protocol on campus:
<https://students.ubc.ca/campus-life/returning-to-campus>

Punctuality

Students are expected to arrive for classes and activities on time and fully prepared to engage. Late arrivals may be refused entry at the discretion of the instructor or activity lead. Students arriving later than halfway through a scheduled class will be treated as absent for that class.

Electronic Devices

Devices such as laptops, tablets, and cell phones are not permitted to be used in class unless directed by the instructor for in-class activities. Students who do not follow the School's policy in this regard may be required to leave the room for the remainder of the class, so that they do not distract others. Research shows that students' use of laptops in class has negative implications for the learning environment, including reducing their own grades and the grades of those sitting around them.

Citation Style

Please use the American Psychological Association (APA) reference style to cite your sources.

Details of the above policies and other RHL Policies are available at:

<http://www.calendar.ubc.ca/vancouver/index.cfm?tree=12,199,506,1625>

UNIVERSITY POLICIES AND RESOURCES

UBC provides resources to support student learning and to maintain healthy lifestyles but recognizes that sometimes crises arise and so there are additional resources to access including those for survivors of sexual violence. UBC values respect for the person and ideas of all members of the academic community. Harassment and discrimination are not tolerated nor is suppression of academic freedom. UBC provides appropriate accommodation for students with disabilities and for religious observances. UBC values academic honesty and students are expected to acknowledge the ideas generated by others and to uphold the highest academic standards in all of their actions. Details of the policies and how to access support are available on the UBC Senate website at <https://senate.ubc.ca/policies-resources-support-student-success>.

Respect for Equity, Diversity, and Inclusion

The UBC Sauder School of Business strives to promote an intellectual community that is enhanced by diversity along various dimensions including status as a First Nation, Metis, Inuit, or Indigenous person, race, ethnicity, gender identity, sexual orientation, religion, political beliefs, social class, and/or disability. It is critical that students from diverse backgrounds and perspectives be valued in and well-served by their courses. Furthermore, the diversity that students bring to the classroom should be viewed as a resource, benefit, and source of strength for your learning experience. It is expected that all students and members of our community conduct themselves with empathy and respect for others.

Academic Integrity

The academic enterprise is founded on honesty, civility, and integrity. As members of this enterprise, all students are expected to know, understand, and follow the codes of conduct regarding academic integrity. At the most basic level, this means submitting only original work done by you and acknowledging all sources of information or ideas and attributing them to others as required. This also means you should not cheat, copy, or mislead others about what is your work. Violations of academic

integrity (i.e., misconduct) lead to the breakdown of the academic enterprise, and therefore serious consequences arise and harsh sanctions are imposed. For example, incidences of plagiarism or cheating may result in a mark of zero on the assignment or exam and more serious consequences may apply if the matter is referred to the President's Advisory Committee on Student Discipline. Careful records are kept in order to monitor and prevent recurrences.

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All materials of this course (course handouts, lecture slides, assessments, course readings, etc.) are the intellectual property of the instructor or licensed to be used in this course by the copyright owner. Redistribution of these materials by any means without permission of the copyright holder(s) constitutes a breach of copyright and may lead to academic discipline and could be subject to legal action. Any lecture recordings are for the sole use of the instructor and students enrolled in the class. In no case may the lecture recording or part of the recording be used by students for any other purpose, either personal or commercial. Further, audio or video recording of classes are not permitted without the prior consent of the instructor. Students may not share class Zoom links or invite others who are not registered to view sessions.

ACKNOWLEDGEMENT

UBC's Point Grey Campus is located on the traditional, ancestral, and unceded territory of the x^wməθk^wəy̓əm (Musqueam) people, who for millennia have passed on their culture, history, and traditions from one generation to the next on this site.

COURSE SCHEDULE

Class	TOPIC	READINGS	ASSESSMENTS DUE
1. Mon Nov 1	Failing by Design & First Mover Advantage	<i>Failing By Design</i> <i>The Half-Truth of First Mover Advantage</i>	Pre-assessment #1 on Canvas. Be prepared to discuss reading
2. Wed Nov 3	Market Discovery & Opportunity Identification	<i>Know Your Customers Jobs to be Done</i> <i>An Anthropologist Walks Into a Bar</i> <i>Turn Customer Input Into Innovation</i> <i>Better Brainstorming</i>	Pre-assessment #2 on Canvas. Be prepared to discuss readings
3. Mon Nov 8	Design Trade-Off Decisions	<i>The House of Quality</i>	Pre-assessment #3 on Canvas. Be prepared to discuss reading
4. Wed Nov 10	Product Design Case	<i>Prepare Case: Sweetwater</i>	Pre-assessment #4 on Canvas. Be prepared to discuss your case analysis Teams to email Tim with list of team members and description of problem
5. Mon Nov 15	New Product Adoption	Note on Innovation Diffusion: Roger's Five Factors Prepare Case: Four Products	Pre-assessment #5 on Canvas. Be prepared to discuss reading and your case analysis
6. Wed Nov 17	Managing the NPD Process	Early Tests of Business Potential Prepare case: Activision – Kelly Slater Pro Surfer	Pre-assessment #6 on Canvas. Be prepared to discuss your case analysis
7. Mon Nov 22	Concept Testing & Forecasting	Concept Testing Researching and Monitoring Consumer Markets	Pre-assessment #7 on Canvas. Be prepared to discuss readings
8. Wed Nov 24	Concept Test Case	Prepare case: TruEarth Pizza	Pre-assessment #8 on Canvas. Be prepared to discuss your case analysis Case Submission posted on Canvas
9. Mon Nov 29	Case Discussion of Case Submission	Prepare Case Submission	Be prepared to discuss your case analysis Upload Case Submission by start of class
10. Wed Dec 1	The Life Class (our final class)		No class preparation required.
Exam Week	Concept Presentations	Team presentations: date and timeslots to be announced.	

Evaluation Form

New Product/Service Concept Presentation

(Tim will evaluate each team using the criteria below)

Team Members: _____

Evaluation Criteria:	Score									
1. Application of Tools & Concepts:	1	2	3	4	5	6	7	8	9	10
2. Depth of Market Exploration:	1	2	3	4	5	6	7	8	9	10
3. Depth of Market Validation:	1	2	3	4	5	6	7	8	9	10
4. Clarity of Concept:	1	2	3	4	5	6	7	8	9	10
5. Realistic re: Barriers to Adoption:	1	2	3	4	5	6	7	8	9	10
6. Realistic Evaluation of R-W-W	1	2	3	4	5	6	7	8	9	10
7. Presentation Skills / Clarity:	1	2	3	4	5	6	7	8	9	10
8. Responses to Questions:	1	2	3	4	5	6	7	8	9	10

Presentation Grade: _____

Strengths:

Areas for Improvement:

Peer Evaluation Form

The online peer evaluation below will be used for all team deliverables. Students will be evaluated anonymously by their team members on the criteria below. Peer assessments will result in downward grade adjustments in cases where a student receives a score of 1 (Problematic) or 2 (Insufficient) on any criterion from more than one team member.

1. Attendance at team meetings *

Please use the 5-point scale explained in Section A above to evaluate each team member.

1 = Problematic 2 = Insufficient 3 = Fair 4 = Good 5 = Exceptional

2. Quality of communication and contribution to team meetings *

Please use the 5-point scale explained in Section A above to evaluate each team member.

1 = Problematic 2 = Insufficient 3 = Fair 4 = Good 5 = Exceptional

3. Cooperation *

Please use the 5-point scale explained in Section A above to evaluate each team member.

1 = Problematic 2 = Insufficient 3 = Fair 4 = Good 5 = Exceptional

4. Work Ethic *

Please use the 5-point scale explained in Section A above to evaluate each team member.

1 = Problematic 2 = Insufficient 3 = Fair 4 = Good 5 = Exceptional

5. Overall contribution to team deliverable *

Please use the 5-point scale explained in Section A above to evaluate each team member.

1 = Problematic 2 = Insufficient 3 = Fair 4 = Good 5 = Exceptional

6. List three things that this person has done / is doing that helps the team perform at its best. *

Please answer the question below for each of your team members. Please be mindful to use constructive and compassionate language.

7. List three things that this person could start doing that would help the team perform at its best. *

Please answer the question below for each of your team members. Please be mindful to use constructive and compassionate language.

8. List three things that this person could stop doing that would help the team perform at its best. *

Please answer the question below for each of your team members. Please be mindful to use constructive and compassionate language.

9 . All things considered, what percentage of the team's grade does the individual deserve? *

If the person was a good team member and there were no issues, they should get 100. If you give them 50, they will get %50 of the team's score. Enter a number from 0 to 100.