

York University
Faculty of Liberal Arts and Professional Studies
School of Administrative Studies

NEW PRODUCT MANAGEMENT
AP/ADMS 4235 A Fall 2019

Updated Sep 6 2019

COURSE INSTRUCTOR:

Instructor: Prof. Pilar Carbonell
Telephone: 416-736-2100 ext. 66303
Email: pilarc@yorku.ca (Preferred contact method)
Office: 238 Atkinson
Office hours: Before and after class and by appointment

CLASS TIME AND LOCATION

Mondays @ 4:00 pm, ACE 011

COURSE DESCRIPTION:

In order to grow and survive in today's changing marketplace, companies must develop new products and services. However, innovation is risky and a significant percentage of new products fail in the marketplace. This course is designed to answer the question: What can companies do to increase the odds of new product success? The course will introduce you to proven innovation principles and product development frameworks designed to help firms successfully develop and launch new product and services.

Topics covered by this course include: strategic and tactical critical success factors, Stage-Gate® idea-to-launch system, the quest for breakthrough ideas, understanding customers' needs, concept development and testing, building the business case, and portfolio management in product innovation.

The course has a strong applied orientation. Students will have an opportunity to apply, practice and understand the principles and frameworks introduced in the course through the discussion of cases, videos, and in-class exercises, and the completion of a group project. Also, a variety of highly esteemed guest speakers have been invited to give presentations and hold discussions with the students.

This course will benefit many students whether they are interested in pursuing careers in new product management, general marketing or entrepreneurship.

Prerequisites: 1) For students in an Honours program, 72 credits including AP/ADMS 2200 3.00, or 2) other students, a grade of C+ or better in AP/ADMS 2200 3.00. Course credit exclusions: None.

COURSE OBJECTIVES

Upon successful completion of the course, students should be able to:

1. Identify the key drivers of new product success both at the project and business levels.
2. Design an adaptive, agile and accelerated process to develop new products and services.
3. Identify effective ways to encourage innovation in the workplace.
4. Identify sources of breakthrough new product ideas
5. Practice effective new product project selection and portfolio management.
6. Select the most appropriate concept testing strategies.
7. Build a compelling business case for new product development (NPD) projects.
8. Communicate research effectively both in writing and in oral presentations.

REQUIRED TEXTS

- Robert G. Cooper, *Winning at New Products: Creating value through innovation*, Basic Books, 2017. 5th edition
- Information on additional course material has been posted on the course Moodle website. Note that direct links to academic articles via library e-reserves are no longer permitted; students must retrieve the articles themselves via York Libraries online portal.

GRADE BREAKDOWN

Students' grades will be based on the following assessments:

- Participation: 18%
- Final exam: 27%
- Problem identification assignment: 8%
- Group project: 47%

Class participation

During the semester we will discuss various readings, journal articles, business cases and videos. The prevailing expectation is that students will prepare for and participate in these activities. In-class participation counts for 50% of the participation grade.

The remaining 50% of the participation grade will be based on the completion of a series of questions connected to the material assigned for discussion. These questions are posted on the course Moodle site. Answers to these questions will be submitted by 3:30 pm of the due day. There is no extension for the submissions of the online case questions; late submissions will not be accepted.

Final exam

Student will write an exam on week 9. The exam will be cumulative and consist of short-answer questions. Materials for the exam will include the textbook, cases, videos, and any supplementary readings assigned by the instructor.

Problem identification assignment

This assignment is related to the group project but completed individually. Students are expected to identify three (3) significant problems connected to the project topic chosen by their group. Through observation, personal experience or any other type of VOC research, students are

expected to answer the following question: What are the current problems, challenges, unmet needs that people are facing in the subject chosen by your group? A detailed explanation of this assignment will be posted on the course Moodle site and discussed in class.

Group work: The new product project

Students, working in groups, will prepare a business case for a new product concept to be launched into the Canadian (or North American) market. As part of the project, students will engage in idea generation, scoping and idea screening and build a business case for their number 1 new product idea. There are several milestones associated with this project. Detailed guidelines of these milestones are posted on Moodle and will be reviewed in class prior to due dates.

Projects will be done in groups of 5 or 6 students. Names of the group members are to be submitted by session 2. It is recommended that groups select a group leader to coordinate the group activities. Students are not allowed to switch groups after the group formation.

Projects will focus on the subjects listed below. Groups should communicate their subject choice to the instructor by week 2. Subjects will be assigned on a first-come, first-served basis.

Subjects for the group project

Living an active life	Aging	Travelling	Dating, relationships
Outdoors	Employment/career opportunities	Gaming and entertainment	Healthy environments (school, work, homes)
Living in a big city	Communicating	Eating healthy	Personal finance

Project milestones, weights and due dates

Milestones		Grade weight	Due date
Idea generation	In-class group exercise	3%	October 7
Stage 1 and Gate 2	Group presentation	15%	October 28
Stage 2	Report and Group presentation	29% (17.5% report and 11.5% presentation)	December 2

Peer evaluations

Peer evaluations will be used to calculate individual grades for group-project work. As a result of this process, some members may find that their grade will go up. Others may find that their grade will go down. All peer ratings are strictly confidential. This is a very important responsibility; please take it seriously and do a fair and honest job. Two peer evaluations will be submitted during the term. You can download the peer evaluation forms from Moodle.

WEEKLY SCHEDULE

The weekly schedule of the course is posted on the course Moodle site. Be sure to check your York email and the course Moodle site frequently to note any minor changes to the weekly schedule.

UNIVERSITY AND COURSE POLICIES

Attendance and Punctuality: Students are expected to arrive in class on time. If you arrive late consistently your participation mark will suffer accordingly. Also, it is recommended that students attend all classes to ensure successful achievement of the intended learning outcomes. In particular, regular attendance is a necessary condition for a good class participation grade, since if you are absent you cannot participate in class discussion.

Attendance to guest speaker presentations is mandatory; a 15% penalty to your participation grade will be applied for each unjustified absence on these days.

In-class participation: In class participation will be graded based on the quantity and quality of your contributions to class discussions. If you have any concerns about your participation and/or would like to know how you are doing, come and talk to me any time during the term.

In-class group work and presentations: There will be no make-up for missing in-class group work and presentations. Unexcused absences will receive a grade of zero for that particular evaluation. Of note, absent group members do not excuse groups from presenting. If you are missing a group member you should be prepared to present anyway, or you will lose that opportunity.

Penalties for late submission: All course assignments must be handed in to the instructor on (or before) the due date, at the beginning of the class. Assignments handed in late will be penalized with a grade reduction of 10% per day, including Saturdays and Sundays, after a deadline. Penalties may be waived under very exceptional and legitimate circumstances but will require supporting documentation.

Using Integrity in Case Analysis: Any attempt to use case information or reports from earlier semesters or any other source (or providing information to later ones) will be considered as academic misconduct and will be dealt with accordingly.

Exam Viewing: Final exams will not be returned to students; however, students will have the opportunity to look at their exams after they have been graded. Day, time and location for the exams' viewing will be announced via Moodle.

Photographing, recording or videotaping: Students are not permitted to take pictures or make any unauthorized recordings or video of lectures, with the permission of the instructor.

Online posting of course material: Students are not permitted to post online course material (i.e., lecture notes) without the permission of the instructor. Unauthorized online posting of lecture notes or other course material will be considered an infringement of copyright.

Cellphones and laptops: Use of cellphones not permitted during class time. Please keep cell phones off the desk/table and turned off or in silent/vibrate mode. Students laptops are a classroom privilege and their use should be restricted to activities directly supporting the current learning

objectives. Any violation during classroom time of this direction will result in students being asked to refrain from using laptops in future classes. This misuse is distracting to the instructor, class, and guests or let alone, the students sitting in the immediate area. All laptops turned off and out of sight during guest speakers and student groups' presentations.

Deferred Exams: Deferred standing may be granted to students who are unable to write their final examination at the scheduled time or to submit their outstanding course work on the last day of classes. Details can be found at <http://myacademicrecord.students.yorku.ca/deferred-standing>. Any request for deferred standing on medical grounds must include an Attending Physician's Statement form; a "Doctor's Note" will not be accepted. DSA Form: http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf. Attending Physician's Statement form: <http://registrar.yorku.ca/pdf/attending-physicians-statement.pdf>. In order to apply for deferred standing, students must register at: <https://sas-app.laps.yorku.ca/>. Follow by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies (282 Atkinson) and add your ticket number to the DSA form. The DSA and supporting documentation must be submitted no later than five (5) business days from the date of the exam. These requests will be considered on their merit and decisions will be made available by logging into the above mentioned link. No individualized communication will be sent by the School to the students (no letter or e-mails).

Students with approved DSA will be able to write their deferred examination during the School's deferred examination period. No further extensions of deferred exams shall be granted. The format and covered content of the deferred examination may be different from that of the originally scheduled examination. The deferred exam may be closed book, cumulative and comprehensive and may include all subjects/topics of the textbook whether they have been covered in class or not.

Academic Honesty: The Faculty of Liberal Arts and Professional Studies considers breaches of the Senate Policy on Academic Honesty to be serious matters. The Senate Policy on Academic Honesty is an affirmation and clarification for members of the University of the general obligation to maintain the highest standards of academic honesty. As a clear sense of academic honesty and responsibility is fundamental to good scholarship, the policy recognizes the general responsibility of all faculty members to foster acceptable standards of academic conduct and of the student to be mindful of and abide by such standards. Suspected breaches of academic honesty will be investigated and charges shall be laid if reasonable and probable grounds exist.

Students should review the York Academic Honesty policy for themselves at: <http://www.yorku.ca/secretariat/policies/document.php?document=69>

Students might also wish to review the interactive on-line Tutorial for students on academic integrity, at: <https://spark.library.yorku.ca/academic-integrity-what-is-academic-integrity/>

Grading Scheme and Feedback Policy: The grading scheme (i.e. kinds and weights of assignments, essays, exams, etc.) shall be announced, and be available in writing, within the first two weeks of class, and, under normal circumstances, graded feedback worth at least 15% of the final grade for Fall, Winter or Summer Term, and 30% for 'full year' courses offered in the

Fall/Winter Term be received by students in all courses prior to the final withdrawal date from a course without receiving a grade, with the following exceptions:

Note: Under unusual and/or unforeseeable circumstances which disrupt the academic norm, instructors are expected to provide grading schemes and academic feedback in the spirit of these regulations, as soon as possible. For more information on the Grading Scheme and Feedback Policy, please visit: <http://www.yorku.ca/univsec/policies/document.php?document=86>

In-Class Tests and Exams - the 20% Rule: For all Undergraduate courses, except those which regularly meet on Friday evening or on a weekend, tests or exams worth more than 20% will not be held in the two weeks prior to the beginning of the official examination period. For further information on the 20% Rule, please visit: <http://secretariat-policies.info.yorku.ca/policies/limits-on-the-worth-of-examinations-in-the-final-classes-of-a-term-policy/>

Reappraisals: Students may, with sufficient academic grounds, request that a final grade in a course be reappraised (which may mean the review of specific pieces of tangible work). Non-academic grounds are not relevant for grade reappraisals; in such cases, students are advised to petition to their home Faculty. Students are normally expected to first contact the course director to discuss the grade received and to request that their tangible work be reviewed. Tangible work may include written, graphic, digitized, modeled, video recording or audio recording formats, but not oral work. Students need to be aware that a request for a grade reappraisal may result in the original grade being raised, lowered or confirmed. For reappraisal procedures and information, please visit the Office of the Registrar site at: <http://myacademicrecord.students.yorku.ca/grade-reappraisal-policy>

Accommodation Procedures: LA&PS students who have experienced a misfortune or who are too ill to attend the final examination in an ADMS course should not attempt to do so; they must pursue deferred standing. Other students should contact their home Faculty for information. For further information, please visit: <http://ds.info.yorku.ca/academic-support-accomodations/>

Religious Accommodation: York University is committed to respecting the religious beliefs and practices of all members of the community, and making accommodations for observances of special significance to adherents. For more information on religious accommodation, please visit: <https://w2prod.sis.yorku.ca/Apps/WebObjects/cdm.woa/wa/regobs>

Academic Accommodation for Students with Disabilities (Senate Policy): The nature and extent of accommodations shall be consistent with and supportive of the integrity of the curriculum and of the academic standards of programs or courses. Provided that students have given sufficient notice about their accommodation needs, instructors shall take reasonable steps to accommodate these needs in a manner consistent with the guidelines established hereunder. For more information, please visit the Counselling and Disability Services website at <http://www.yorku.ca/dshub/>.

York's disabilities offices and the Registrar's Office work in partnership to support alternate exam and test accommodation services for students with disabilities at the Keele campus. For more information on alternate exams and tests please visit <http://www.yorku.ca/altexams/>. Please alert

the Course Director as soon as possible should you require special accommodations.