

Faculty of Liberal Arts & Professional Studies  
**New Product Management**  
**AP/ADMS 4235 Section B Fall 2021**

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**COURSE OUTLINE**

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**Course instructor: Pilar Carbonell-Foulquie**

**Email address:** [pilarc@yorku.ca](mailto:pilarc@yorku.ca)

**Office hours:** The instructor is pleased to meet with students via Zoom after each class or at other times by mutual agreement. Office hours have to be scheduled 24 hours in advance through the eClass site.

**Times and locations:** Class meets on Mondays 11:30 am-2:30 pm on the Zoom online platform. Note that this is an online, synchronous course. This means that we will meet each Monday at 11:30 am using the Zoom platform to review and discuss the course material and complete several learning activities. There is no opportunity to engage in this course other than at the same time as all other students. Submission of assignments, participation and test-taking will take place on the course's eClass site and/or the Zoom platform.

**Course webpage:** Go to <https://eclass.yorku.ca/eclass/my/>

**Technical requirements for taking the course:**

In this course, students will use eClass and Zoom to interact with the course materials, the course instructor, as well as with one another. Please note the following:

- Zoom is hosted on servers in the U.S. This includes recordings done through Zoom.
- If you have privacy concerns about your data, provide only your first name or a nickname when you join a session.
- The system is configured in a way that all participants are automatically notified when a session is being recorded. In other words, a session cannot be recorded without you knowing about it.

Please review the [technology requirements and FAQs for eClass and Zoom](#)

To participate fully in the course, students will need a computer with a camera and a good microphone. If your computer's microphone or soundboard doesn't produce sufficient audio output, you may wish to obtain an external microphone to plug into the computer to ensure that you can be heard when you communicate with the class. It is expected that cameras will be turned on during the class and that students will thus be visible to one another and the course instructor throughout the class. Class participation is an important component of this course. It is expected that students will be audible when participating. The chat function in Zoom will also be available for class participation.

Finally, students will need a stable, higher-speed Internet connection with sufficient bandwidth to enable videoconferencing such as on the Zoom platform. To determine Internet connection and speed, there are online tests, such as Speedtest, that can be run.

Here are some useful links for student computing information, resources and help:

[Student Guide to eClass](#)  
[Zoom@YorkU Best Practices](#)  
[Zoom@YorkU User Reference Guide](#)  
[Computing for Students Website](#)  
[Student Guide to eLearning at York University](#)

### **Expanded 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. Thus, what can we do to increase the odds of success of new products? This course answers the question by introducing you to proven innovation methods, principles and procedures to successfully develop and launch new product and services.

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 discussions, exploratory learning exercises and a group project.

This course will benefit students interested in pursuing careers in new product development (NPD) management, general marketing and 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 and learning outcomes**

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 support and encourage creativity and innovation in the workplace.
4. Practice effective new product portfolio management and project selection practices
5. Identify sources of breakthrough new product ideas.
6. Generate new product concepts based on deep understanding of customers' needs.
7. Use effective concept testing strategies.
8. Build compelling business cases for NPD projects.
9. Choose among different product testing techniques.
10. Recognize different sales forecasting methods for new product projects
11. Recognize sources of customers' resistance to innovations and effective strategies to overcome it.
12. Communicate research effectively both in writing and in oral presentations.

### **Course readings**

Required readings: several readings have been selected for this course. A complete list of the course readings will be posted on the course's eClass site prior to the beginning of classes.

Required cases: A e-coursepack containing several case studies and readings has been created with Harvard Business Publishing (HBP). Link to the HBP e-coursepack will be posted on the e-Class.

## Course evaluation

Students' grades will be based on the following assessments:

- Class participation 20%
- Midterm exam 17%
- Final exam 18%
- Group project: 45%

### Class participation

Class participation is essential for learning processes. Class participation is not about attendance, but rather about partaking in the discussion of assigned course material (e.g., readings, cases, videos, etc.) and in-class activities (e.g., polls, group exercises, discussions). The instructor will evaluate students' participation weekly using a 3-point scale, where 0 = absent or no participation, 1= limited contribution, 2= satisfactory contribution, and 3 = excellent participation. Keep in mind that not all comments are graded equally--one excellent comment earns more consideration than multiple average comments. Comments that are thoughtful, insightful, demonstrate preparation, show mastery of material, and/or enhance the learning environment for your classmates are especially valuable. 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 online questions connected to the weekly assigned course material. These questions are posted on the course eClass site. There is a word limit of 250 words for each submission. Use your computer to total the number of words used in your assignment. Words beyond this limit will not be read or graded. Deadline for these assignments is 11:00 am of the day in which the specific case will be discussed. Late submission will not be accepted.

This is an individual assignment and thus students are encouraged to work alone. No collaboration or group work is allowed. Any indication of collaboration or other forms of academic dishonesty or plagiarism will be dealt with accordingly. Submission of this assignment will be done through Turnitin.

Participation grade will be calculated as the weighted average of these two sub-components.

### Midterm and final exam

Midterm and final exams will consist of applied questions and/or a case study. More information about these exams will be provided in class.

### Group work: The new product project

For this project, students will produce a tested design concept for a new product/service idea along with a business case to justify its implementation. The design solution will be created using IDEO's human-centered design process, namely design thinking. The group project will be completed in three instalments over the course of the term. These instalments will be accompanied by a final group presentation. Detailed guidelines of these milestones are posted on eClass and will be reviewed in class prior to the due dates. Projects will be done in groups of 6 students. Names of the group members are to be submitted by session 2. Students are not allowed to switch groups after the group formation.

### 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 eClass.

### **WEEKLY SCHEDULE**

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

### **COURSE AND UNIVERSITY POLICIES**

**Zoom attendance:** Zoom lectures will not be recorded. Therefore, it is strongly recommended that students attend all Zoom classes to ensure successful achievement of the intended learning outcomes.

**Late submissions:** All project deliverables and course assignments must be handed in on or before the due date. Late submissions for the group project will be penalized with a grade reduction of 5%, per hour late. There is no extension for online participation assignments; late submissions will not be accepted.

**Make-up work for missed class:** Students that miss a class will be given the opportunity to make up for lost participation marks by submitting a summary of the course material scheduled for discussion at that class (using a voiceover PowerPoint presentation) along with their answers to any case discussion and/or learning activities that they miss. Submissions are by email within a week of the missed case. Absences should be communicated to the instructor prior to the class session if possible. You may exercise this option for only two missed classes.

**Missed midterm exam:** In general, if you miss the midterm exam, you will write a cumulative final exam that will be worth 35% of the course grade.

**Email communication:** For emails, please make sure that you include the course number on the email subject line (e.g. ADMS 4235). From Monday to Friday, students will normally receive an answer to their emails within 24 hours. Emails received during the weekend will be answered by the following Monday.

**Participation grades:** Under normal circumstances, participation grades will be posted on weekly basis. Students who wish to have their participation mark reviewed should email the instructor within a week of the specific class. A request for review should include brief but specific statement regarding the student's contribution during that class (e.g., "When asked what factors accounted for the success of Google Glass, I said . . .", "I volunteered for the in-class presentation on . . .", "When the instructor asked the class X, I responded Y). Vague and unspecific descriptions of one's participation will not constitute grounds for reconsideration of the original participation grade.

**Deferred standing:** 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

As communicated to the University community on March 13, 2020, Senate Executive has agreed to waive until further notice the requirement for students to submit an Attending Physician's Statement in support of a request for deferred standing or petitions. DSA Form: [http://www.registrar.yorku.ca/pdf/deferred\\_standing\\_agreement.pdf](http://www.registrar.yorku.ca/pdf/deferred_standing_agreement.pdf)

In order to apply for deferred standing, students must register at <https://sas-app.laps.yorku.ca/>. Followed by handing in a completed DSA form and supporting documentation directly to the main office of the School of Administrative Studies via email ([apsas@yorku.ca](mailto:apsas@yorku.ca)) providing your ticket number and attaching the DSA form. The DSA 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 and integrity:** In this course, we strive to maintain academic integrity to the highest extent possible. Please familiarize yourself with the meaning of academic integrity by completing SPARK's [Academic Integrity module](#) at the beginning of the course. Breaches of academic integrity range from cheating to plagiarism (i.e., the improper crediting of another's work, the representation of another's ideas as your own, etc.). All instances of academic dishonesty in this course will be reported to the appropriate university authorities, and can be punishable according to the [Senate Policy on Academic Honesty](#).

**Turnitin:** To promote academic integrity in this course, students will be normally required to submit their written assignments to Turnitin (via the course eClass) for a review of textual similarity and the detection of possible plagiarism. In so doing, students will allow their material to be included as source documents in the Turnitin.com reference database, where they will be used only for the purpose of detecting plagiarism. The terms that apply to the University's use of the Turnitin service are described on the Turnitin.com website.

**Grades Release Dates (Grade Reports and Transcripts):** Grades submitted by an instructor are subject to review by the teaching unit in which the course is offered and by the Faculty Council or Faculty Committee on Academic Policy and Planning. Final course grades may be adjusted to conform to program or Faculty grades distribution profiles. Normally, grades appear on grade reports and transcripts as soon as they are submitted to the Registrar's Office.

**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://www.registrar.yorku.ca/grades/reappraisal/index.htm>

**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://registrar.yorku.ca/enrol/dates/religious-accommodation-guidelines-2019-2020>

**Important LA&PS course policies:** Please refer to the course eClass site for information on LAPS policies on intellectual property, accessibility, zoom meetings, student conduct and academic integrity