

Faculty of Liberal Arts & Professional Studies
New Product Management
AP/ADMS 4235 Section M Winter 2023

COURSE OUTLINE

Course instructor: Pilar Carbonell-Foulquie

Office: Atkinson 238

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Office hours: The instructor is pleased to meet with students before or after class or by mutual agreement.

Course times and locations: Mondays 4-7 pm LSB 107

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

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

The course is designed to help students:

1. Identify the key drivers of new product success both at the project and business levels.
2. Implement effective processes to develop new products and services.
3. Understand how to promote and sustain an innovative culture.
4. Recognize best practices in project selection and portfolio management.
5. Identify best sources of new product ideas.
6. Learn and practice the process of design thinking.
7. Build compelling business cases for NPD projects.
8. Recognize different concept testing, product testing and market testing techniques.
9. Understand how to forecast sales for new products.

10. Effectively manage the launch of new products by addressing customer resistance to innovations.
11. Communicate research effectively both in writing and in oral presentations.

Course readings

Required course material: several readings have been selected for this course. A complete list of the course readings is posted on the course's eClass site. Also, an e-coursepack containing several case studies and readings has been created with Harvard Business Publishing (HBP) for student purchase. Link to the HBP e-coursepack has been posted on the e-Class.

Course evaluation

Students' grades will be based on the following assessments:

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| • 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 nine online short assignments connected to the weekly assigned course material. These assignments are posted on the course eClass site. There is a word limit 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 4:00 pm of the day in which the specific case will be discussed. Late submission will not be accepted. Final grade for this component will be calculated using the 7 highest scores.

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 average of these two sub-components.

Midterm and final exam

Midterm and final exams will consist of a mix of theoretical and 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 business case for a tested new product/new service concept. The concept solution will be created using design thinking, a human-centered design process. 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 6-7 students. Names of the group members are to be submitted by week 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 is 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

Class attendance: It is strongly recommended that students attend all lectures 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 who miss a class will be given the opportunity to make up for the lost participation marks by presenting to the class a journal article connected to the readings assigned to the class they missed. Presentations should use PowerPoint slides and should be emailed to the instructor beforehand. You may exercise this option for only two missed classes.

Presentations should take place within 2 weeks of the missed class and should not take more than 10 minutes. Articles must be less than two years old and should come from any of the following journals: *Journal of Product Innovation Management*, *Creativity and Innovation Management*, *R&D Management*, *Technovation*, or *Harvard Business Review*. Students that choose to complete this assignment should notify the instructor in advance in order to make room in the course schedule. The presentation must include:

1. A summary of the core arguments in the article.
2. The reason why you selected this particular article. What makes it important and

interesting to today's NPD managers? What are the practical implications (i.e., learning) for the NPD managers?

3. How does the article link to or challenge the principles and frameworks in the course?

The last point is very important and it is the student's responsibility to think critically and relate the article to the core concepts covered in the course. Students are expected to handle any question related to the article from the classmates and the instructor.

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 (DSA) 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 <https://www.yorku.ca/laps/sas/academic-resources/deferred-exam-requests/>. 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, student conduct and academic integrity

Academic Accommodation for Students with Disabilities: Please alert the Course Director as soon as possible should you require special accommodations. Provided that students have given sufficient notice about their accommodation needs, reasonable steps will be taken to accommodate these needs in a manner consistent with the guidelines established by York University. For more information, please visit Students Accessibility Services website at <http://www.yorku.ca/dshub/>