MKTG 353-001: New Product Development
Spring 2017

Instructor: Dr. Matthew Shaner, Assistant Professor of Marketing
Office: 126 Enterprise Hall
Telephone: 703-993-1786
Email: mshaner3@gmu.edu
Course Websites: Blackboard (http://mymason.gmu.edu)
Class Time and Location: Tuesdays, 4:30-7:10 p.m.
Robinson Hall B220
Office Hours: Tuesdays and Thursdays, 1-3 p.m. or by appointment
Required Materials: Each student is required to have the customized reading pack available at:
http://www.study.net/r_mat.asp?crs_id=30102985
(registration required, purchase price is $90.48)
Lecture Notes and Class Materials: Posted on Blackboard
Credit Hours: 3 credit hours
Prerequisites: MKTG 301/303 or permission of instructor
Programs: Elective course for Entrepreneurship minor and for Marketing major
COURSE OVERVIEW

COURSE DESCRIPTION

This course focuses on all aspects of the new product and new service development process, from insight and inspiration through design and product launch. The course topics are designed around three phases: new product ideation, idea screening, and product refinement and launch. The course also explores current topics and best practices in innovation management, such as open innovation, managing creativity in organizations, and product design, and rapid prototyping. Over the course of the class, students will work in teams to develop several new product ideas, and will take one of those ideas as close to a working prototype as possible.

Undergraduate Program Learning Goals (those in bold will be addressed in this class):
1. Our students will be competent in their discipline.
2. Our students will be aware of the uses of technology in business.
3. Our students will be effective communicators.
4. Our students will have an interdisciplinary perspective.
5. Our students will be knowledgeable about global business and trade.
6. Our student will recognize the importance of ethical decisions.
7. Our students will be knowledgeable about the legal environment of business.
8. Our students will be knowledgeable about team dynamics and the characteristics of effective teams.
9. Our students will understand the value of diversity and the importance of managing diversity in the context of business.
10. Our students will be critical thinkers

MARKETING 353 COURSE LEARNING OBJECTIVES

After completion of the course, students will be able:
• To obtain a basic understanding of the new product development process, including the processes involved in 1) ideation and the creative “front end” of innovation, 2) idea screening, and 3) new product refinement and launch
• To learn how to manage creativity as a discipline that can be learned and applied in an organization, as opposed to something individuals are (or are not) born with
• To expose students to a variety of prototyping and modeling tools that can be used by non-engineers
• To apply market research techniques in the pursuit of developing new products
• To apply basic forecasting and finance concepts to support new product development decision-making
• To gain a deeper understanding of how the marketing mix (product, price, place, and promotion) is leveraged in the innovation process

APPROACH

This course will be project-based. Students will work in teams to conceptualize several new products and take one of them as close as possible to a working prototype by the end of the course. The course will also utilize lectures, business cases, supplemental readings, and guest speakers to expose students to best practices in innovation management and new product development.
COURSE POLICIES

ANNOUNCEMENTS AND UPDATES

It is your responsibility to check Blackboard regularly for the addition of any supplemental course materials and class updates. Email announcements between class meetings may be sent. Any emails from me will be sent to your GMU email account and will include “MKTG 353” in the subject line.

E-MAIL CORRESPONDENCE

Outside of the designated class time and office hours, e-mail is the easiest and quickest method to contact me. Make sure to plan your questions regarding any exams or assignments with enough time to receive a response. Under normal circumstances, you should receive a reply from me within 24 hours. **You MUST use your “yourID@gmu.edu” e-mail address. I will not respond to emails from any other address.** This policy will be strictly enforced due to federal privacy laws which state that I am not allowed to provide confidential information to any non-GMU e-mail addresses. **For me to be able to easily differentiate emails regarding this course from my other courses, please include “MKTG 353” in the subject line of your email.**

ATTENDANCE

Attendance is expected. Being absent from class will cause you to miss the substantial amount of material that we will cover each session as well as the opportunity to ask questions regarding the material. If you are absent from class, it is YOUR responsibility to find out from a classmate what you missed (both course material and announcements). There will be several in-class graded activities, which cannot be made up if a student is absent. **Students who have more than one unexcused absence will be subject to a 10% deduction in their final grade.**

RELIGIOUS HOLIDAYS, SPORTS, AND SCHOOL-RELATED ACTIVITIES

If you expect to be absent during the semester for any of these reasons, please notify me within the first two weeks of the semester in order to make arrangements regarding graded course components.

INCLEMENT WEATHER POLICY

We will operate in accordance with official University decisions about inclement-weather cancellations. Please check the GMU web site or the information line (993-1000) if the weather is questionable. If class is cancelled, the schedule of class subjects and assignments may need to be changed.

DISABILITY POLICY

If you are a student with a disability and you need academic accommodations, please contact the Office of Disability Services (ODS) at 703-993-2474. All accommodations must be arranged through the ODS. Also, please let me know as soon as possible so that I will be able to be considerate of your needs.

COMPUTER POLICY

Technology can greatly assist learning, but it can also be a distraction. Computers may be brought to class in order to assist with taking notes and on in-class assignments. All other computer related activities are not allowed in class.
CELL PHONE POLICY

Cell phones are NOT allowed in class, unless otherwise specified by the instructor. All cell phones MUST be set to silent/vibrate and kept out of sight during class time. In the case of an emergency, quietly excuse yourself to answer your phone outside of the classroom.

HONOR CODE

Academic honesty is important to maintaining the integrity of our university, which helps to ensure that your degree will earn you the respect you deserve. Students are expected to follow the honor code as presented in the University’s publications. Therefore:

To promote a stronger sense of mutual responsibility, respect, trust, and fairness among all members of the George Mason University community and with the desire for greater academic and personal achievement, we, the student members of the University Community have set forth this:

Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work.

Assignments and exams that are determined to be in violation of the University Honor Code will result in a grade of zero. Infractions or appeals may be referred to the Honor Council for resolution. Please consult the “Honor Code” section of the George Mason University Student Handbook for additional information about academic integrity. There is also a matrix of disciplinary measures recommended by the School of Business for various Honor Code violations posted on the course’s Blackboard Page.

COURSE CONTENT

GRADING SCALE

The following percentage scale will be used to assign letter grades for this course. You must get a grade of C or better in order for the School of Business to consider you having passed this class.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>92% and above</td>
</tr>
<tr>
<td>A-</td>
<td>90-91.99%</td>
</tr>
<tr>
<td>B+</td>
<td>88-89.99%</td>
</tr>
<tr>
<td>B</td>
<td>82-87.99%</td>
</tr>
<tr>
<td>B-</td>
<td>80-81.99%</td>
</tr>
<tr>
<td>C+</td>
<td>78-79.99%</td>
</tr>
<tr>
<td>C</td>
<td>72-77.99%</td>
</tr>
<tr>
<td>C-</td>
<td>70-71.99%</td>
</tr>
<tr>
<td>D</td>
<td>60-69.99%</td>
</tr>
<tr>
<td>F</td>
<td>&lt; 60%</td>
</tr>
</tbody>
</table>
GRADING COMPONENTS

Grades in this class will be based on the following components. All students are graded with the same standard.

<table>
<thead>
<tr>
<th>Grade Components</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation</td>
<td>150</td>
</tr>
<tr>
<td>Maker Space Certification</td>
<td>50</td>
</tr>
<tr>
<td>Exam 1 (150) and Final Exam (150)</td>
<td>300</td>
</tr>
<tr>
<td>Team Briefs (3 @ 100 points each)</td>
<td>300</td>
</tr>
<tr>
<td>Team Product Prototype</td>
<td>100</td>
</tr>
<tr>
<td>Final Team Product Pitch</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,000</strong></td>
</tr>
</tbody>
</table>

CLASS AND GROUP PARTICIPATION (150 POINTS)

This class consists of short lectures, in-depth discussions, in-class activities, and group projects. Your regular attendance and participation is vital to your learning and the learning of the other students in the class. Class participation and in-class assignments will constitute 15% of your overall grade. I will drop the lowest in-class assignment grade. We will work on several exercises in class that will help each team make progress toward their final pitch, so your participation in class is essential. Students who have more than one unexcused absence will be subject to a 10% deduction in their final grade.

Each student will be required to complete a team peer evaluation for participation at the end of the semester. Students who receive poor evaluations (e.g. average less than 4 out of 5) will incur up to a 10% grade deduction from your final course grade (e.g. a 95% in the class becomes an 85% in the class). Please feel free to consult with me privately if there is an issue with participation from one or more members on your team.

MAKER SPACE REQUIREMENT (50 POINTS)

To help you with the class prototype requirement, each student is required to visit the Maker Space (MIX) in Innovation Hall and orient himself/herself to the tools available there. There is an optional training the takes about 60-90 minutes, and will orient you to the different fabrication machines and resources (e.g., sewing machines, 3D printers, etc.) available to you when you build product prototypes. If you are already familiar with the MIX, please treat this requirement as a refresher course and complete the activity along with your teammates. If at all possible, please sign up and complete the training with your team. All students must be certified by Feb. 28, 2017 to receive credit for this assignment.

INDIVIDUAL EXAMS (300 POINTS)

In addition to a comprehensive, in-class final exam (150 points), there will be one take-home exam during the semester, also worth 150 points. The take-home exam is to be completed individually and outside of class time and will cover material discussed during the previous class periods as well as material from the readings, lecture slides, class videos, and class discussions. The take-home exam is an essay-based test, and will be available in Blackboard at least one week prior to when it is due. Students who do not complete the
exam before the deadline will receive a grade of 0. Late exams will not be accepted and the final exam will only be rescheduled in accordance with university policy (e.g., if a student has three final exams scheduled for the same day).

**TEAM BRIEFS (300 POINTS)**

Rather than submitting a 20- to 30-page paper at the end of the semester, teams will submit written briefs after significant milestones of the product development project. This will allow you to get feedback from me and make adjustments moving forward, so that the final product pitch is as refined as possible. One person from each team will need to submit each brief on behalf of the group in Blackboard.

**Writing Format**

Each brief should be no longer than 7-pages, single spaced. Please use 1-inch margins, and 12-point, Times New Roman font and include tables and figures in-line in the document. Appendices and references do not count toward the page maximum. **All team members’ names should be on each brief.** As with any other academic work, please cite your work appropriately. Briefs can be organized in whatever manner your team chooses. **I will return papers ungraded that are not correctly formatted.**

I will provide the class with a separate document (posted in Blackboard) outlining exactly what I will expect to be included in each brief. The three briefs are as follows:

- **Brief 1:** Customer Profile/Target Market Brief (100 points) – Due on Mar. 7
- **Brief 2:** Product Brief (100 points) – Due on Mar. 28
- **Brief 3:** Product Launch and Forecasting Brief (100 points) – Due on Apr. 18

Briefs submitted after the posted deadline will receive a grade of 0. Late briefs will not be accepted. Students who have trouble submitting a brief in Blackboard, should email it directly to me **BEFORE** the deadline.

**TEAM PRODUCT PROTOTYPE (100 POINTS)**

Each team will be required to develop at least one prototype of their product concept and present it at their final product pitch. The prototype does not having to be a fully-functional working prototype, but it must represent a substantial effort and be suitable for using in follow-up customer interviews and focus groups. Prototypes must clearly convey the features of your final product. It is acceptable (and encouraged) to have multiple prototypes as you refine your product ideas based on customer feedback.

**FINAL TEAM PRODUCT PITCH (100 POINTS)**

Each team will be required to make a 10-minute, “shark tank” style new product pitch at the end of the semester. The format of the pitch is entirely up to each team, and all team members **do not** have to have a speaking role. I would recommend having only your best speaker(s) present. As the end of the semester gets closer, I will provide more details about what is expected of each team in the pitch. Team members who are absent for the final product pitch without first getting my approval will receive a grade of 0 for the pitch.

The pitches will be judged by 2-3 outside evaluators who have experience in new product development and venture capitalism. Grades will be assigned according to how well the pitches are received and rated by the outside judges.
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic(s)</th>
<th>Assigned Reading(s)</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jan. 24</td>
<td>• Syllabus Overview</td>
<td>1. Chapter 1 – “A Brief Introduction to Design Thinking” from Design Thinking (11 pages)</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Introduction to Innovation and Design Thinking</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Team Project Overview/Team Formation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Feb. 14</td>
<td>• Customer Insights Part II: Research Tools</td>
<td>6. Chapter 5 – “Conduct Probing Buyer Interviews” from Buyer Personas (22 pages)</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7. Step T16 – “Structure the Data” from Voices into Choices (28 pages)</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Feb. 21</td>
<td>• Innovation Team Dynamics</td>
<td>8. Chapter 2 – “Development Processes and Organizations” from Product Design and Development (5 pages)</td>
<td>--</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>9. Chapter 11 – “We-ness, Knowledge Sharing, and Performance in New Product Teams” from The PDMA Handbook of New Product Development (11 pages)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>11. Chapter 14 – “Prototyping” from Product Design and Development (13 pages)</td>
<td></td>
</tr>
</tbody>
</table>

The class schedule and assigned readings are subject to change during the semester if deemed necessary by the instructor. Any changes will be posted to the ‘Announcements’ section of Blackboard.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
</tr>
</thead>
</table>
| **7 Mar. 7** | **In-Class Mini-Pitches**  
(In 10 minutes or less, present an overview of your team’s target market, key customer problems, and three potential product ideas and get feedback from the class). |
| **-- Mar. 14** | SPRING BREAK – NO CLASS |
| **8 Mar. 21** | • Service Innovation  
12. Chapter 1 – “Customer Needs that Drive Service Innovation” from Service Innovation (26 pages)  
13. “Service Blueprints: Laying the Foundation” from Cooper.com  
| **9 Mar. 28** | • New Product Launch Part I: Messaging  
| **10 Apr. 4** | • New Product Launch Part II: Integrated Marketing Communication Toolkits  
15. Chapter 23 – “Hot Items in Your Launch Toolkit” from New Product Launch: 10 Proven Strategies (6 pages)  
| **11 Apr. 11** | • Sales Forecasting, Cost Projections, and Net Present Value  
17. “A Refresher on Net Present Value” from Harvard Business Review:  
https://hbr.org/2014/11/a-refresher-on-net-present-value  
18. “How to Forecast Revenue and Growth” from Entrepreneur.com:  
https://www.entrepreneur.com/article/76418 |
| **12 Apr. 18** | **In-Class Team Work Day** |
| **13 Apr. 25** | Team Product Pitches (with prototype) |
| **14 May 2** | Team Product Pitches (with prototype) |
| **15 May 16** | **FINAL EXAM**  
(In-class, 4:30-7:15 PM) |
BIBLIOGRAPHY


