

Credit Hours: 3

Contact Hours: This is a 3-credit course, offered in accelerated format. This means that 16 weeks of material is covered in 8 weeks. The exact number of hours per week that you can expect to spend on each course will vary based upon the weekly coursework, as well as your study style and preferences. You should plan to spend 14-20 hours per week in each course reading material, interacting on the discussion boards, writing papers, completing projects, and doing research.

Faculty Information: Faculty contact information and office hours can be found on the faculty profile page.

COURSE DESCRIPTION AND OUTCOMES

Course Description:

This practical and applied course introduces students to fundamental and advanced aspects of product development. The course addresses the challenges of idea development and evaluation for commercial feasibility, building a business case, and design/development of products and services, as well as the requirements and demands of commercialization.

Course Overview:

MGT571 Strategic Production Innovation will offer you conceptual and practical instruction for upstream new product or service conceptualization, creation, and commercialization. Additionally, you will learn about the stage-gate new product management process, which provides a framework for the course. Other materials have been included to provide you with an understanding of the role of the product manager along with qualitative analysis techniques, strategy, appropriate organizational structure and control, and intellectual property protection. Finally, you will have an opportunity to investigate issues that innovators experience as they introduce products and services into markets outside the home country. This is a dynamic, well-balanced course that will give you direct insight into strategic product innovation!

Course Learning Outcomes:

1. Identify target market and fit of concept for product or service.
2. Determine position within domestic and global marketplace.
3. Analyze the potential scalability of the product or service idea.
4. Identify actions for successful commercialization of the product.
5. Develop a business case for the viability of the product or service.

PARTICIPATION & ATTENDANCE

Prompt and consistent attendance in your online courses is essential for your success at CSU-Global Campus. Failure to verify your attendance within the first 7 days of this course may result in your withdrawal. If for some reason you would like to drop a course, please contact your advisor.

Online classes have deadlines, assignments, and participation requirements just like on-campus classes. Budget your time carefully and keep an open line of communication with your instructor. If you are having technical problems, problems with your assignments, or other problems that are impeding your progress, let your instructor know as soon as possible.

COURSE MATERIALS

Required:

- Gorchels, L. (2012). *The product manager's handbook* (4th ed.). New York, NY: McGraw Hill. ISBN: 9780071772983

Recommended:

- Haines, S. (2014). *The product manager's desk reference*. New York, NY: McGraw Hill. ISBN-13: 978-0071824507

NOTE: All non-textbook required readings and materials necessary to complete assignments, discussions, and/or supplemental or required exercises are provided within the course itself. Please read through each course module carefully.

COURSE SCHEDULE

Due Dates

The Academic Week at CSU-Global begins on Monday and ends the following Sunday.

- **Discussion Boards:** The original post must be completed by Thursday at 11:59 p.m. MT and Peer Responses posted by Sunday 11:59 p.m. MT. Late posts may not be awarded points.
- **Critical Thinking:** Assignments are due Sunday at 11:59 p.m. MT.

WEEKLY READING AND ASSIGNMENT DETAILS

Module 1

Readings

- Chapters 1 & 2 in *The Product Manager's Handbook*
- Frances Hesselbein Leadership Institute. (2013). Long-term value through superior product management. *Leader to Leader*, 67, 64-66.
- Reiner, B. (2018). Harsh Sinha on Product Management. *IEEE Software*, 35(2), 105-108.

Discussion (25 points)

Portfolio Reminder (0 points)

PORTFOLIO PROJECT REMINDER

A final Portfolio Project is due at the end of the course. Please read the full Portfolio Project description in Module 8 to preview your Portfolio Project assignment. Also, review the final Portfolio Project grading rubric, which you can access in Module 8.

Note that in Week 3 you will submit the industry and multinational organization or the industry and domestic organization upon which your Portfolio Project will be based, for approval by email to your instructor. Provide a minimum of three reasons for your choice.

Module 2

Readings

- Chapters 4 & 5 in *The Product Manager's Handbook*
- Bankston, K. (2016). Thinker, tailor, partner, spy. *Credit Union Management*, 39(7), 28-30.
- Clavier, P., & Brar, H. (2017). Tapping the existing business analyst talent pool for bi analysts. *Business Intelligence Journal*, 22(1), 38-47.
- Macdonald, E., Kleinaltenkamp, M., & Wilson, H. (2016). How business customers judge solutions: Solution quality and value in use. *Journal of Marketing*, 80(3), 96-120.
- Katz, G. (2017). How product managers can conduct Voice of the Customer research – with Gerry Katz. Retrieved from <https://productinnovationeducators.com/blog/tei-071-how-product-managers-can-conduct-voice-of-the-customer-research-with-gerry-katz/>
- Zhang, Ren, Liu, Sakao, & Huisingh. (2017). A framework for Big Data driven product lifecycle management. *Journal of Cleaner Production*, 159(C), 229-240.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Intelligence Gathering Using a TIME Analysis

Intelligence gathering and understanding an organization's current situation and potential for innovation as dependent on external forces is important. Conduct a TIME (technology, industry, market, and events) analysis of a local organization. See the link in the Module folder. Review Chapter 4 and Figure 4.1 to complete the assignment:

Identify a local organization that you know well or would like to know well.

- Review and list the products and/or services currently offered by the organization.
- Provide an overview of the technology that the organization uses to compete. Is the technology a product or is the technology an external variable? What information about technology would a project manager need to develop or improve a current product?

- Provide an overview of the industry in which the organization competes. Who are the competitors?
- Select one of Porter's five forces and apply the selected force to analyze the organization's position in the industry.
- Provide an overview of the market served by the organization. Select one factor to show the specific data you would gather about market segmentation.
- Provide an overview of trends facing the company. What trends might impact this product? How might these trends impact the success of the product?
- Determine if the organization uses a market needs or a technology-driven approach. Support your answer.
- Summarize the TIME analysis in table format.

Requirements:

- Write a four- to six-page paper, not including the title and reference page which are required.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Option #2: Intelligence Gathering Using a TIME Analysis

Intelligence gathering and understanding an organization's current situation and potential for innovation as dependent on external forces is important. Conduct a TIME (technology, industry, market, and events) analysis of a multinational organization. See the link in the Module folder. To complete the assignment:

Identify a multinational organization that you know well or would like to know well.

- Review and list the products and/or services currently offered by the organization.
- Provide an overview of the technology that the organization uses to compete. Is the technology a product or is the technology an external variable? What information about technology would a project manager need to develop or improve a current product?
- Provide an overview of the industry in which the organization competes. Who are the competitors? Select one of Porter's five forces to illustrate how you would gather industry information.
- Provide an overview of the market served by the organization. Select one factor to show the specific data you would gather about market segmentation. For more, see the link at the bottom of the page, Table, for a table from your textbook.
- Provide an overview of events facing the company. What event or trend might impact this product? How might the event or trend impact the success of the product?
- Determine if the organization uses a market needs or a technology-driven approach. Support your answer.
- Summarize the TIME analysis in table format.

Requirements:

- Write a four- to six-page paper, not including the title and reference page which are required.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Module 3

Readings

- Chapter 6 in *The Product Manager's Handbook*
- Rosenzweig, S. (2017). Non-customers as initiators of radical innovation. *Industrial Marketing Management*, 66, 1-12.
- Isada, Fumihiko, & Isada, Yuriko. (2017). An empirical study regarding radical innovation, research and development management and leadership. *Nase Gospodarstvo: NG*, 63(2), 22-31.
- Cooper, R. (2016). Agile-stage-gate hybrids. *Research Technology Management*, 59(1), 21-29.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: New Product Development Processes

Describe two processes: the stage-gate process for new product development and the use of Scrum for new product development process. Include the following:

1. Evaluate the pros and cons of each process.
2. Which process would you recommend for use?
3. Give the rationale for the process you selected.

Requirements:

- Write a four- to six-page paper not including the title and reference page which are required.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Note: Appended tables can be used to save space.

Option #2: New Product Development Processes

Describe two processes: the stage-gate process of new product development and one other new product development process of your choosing. Include the following:

1. Evaluate the pros and cons of each process.
2. Which process would you recommend for use?
3. Give the rationale for the process you selected.

Requirements:

- Write a four- to six-page paper not including the title and reference pages, which are required.
- At least four to six scholarly or peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Note: Appended tables can be used to save space.

Portfolio Project Milestone (20 points)

Option 1: Selection of a Multinational Organization

By the end of this week, submit a one-two page paper with your choice of a multinational organization and industry upon which your Portfolio Project will be based. Include three reasons why you selected this company. Your paper should adhere to the [CSU-Global Guide to Writing and APA](#).

See the Portfolio Project grading rubric in Module 8 for details.

Option 2: Selection of a Domestic Organization

By the end of this week, submit a one-two page paper with your choice of a domestic organization and industry upon which your Portfolio Project will be based. Include three reasons why you selected this company. Your paper should adhere to the [CSU-Global Guide to Writing and APA](#).

See the Portfolio Project grading rubric in Module 8 for details.

Module 4

Readings

- Chapter 7 in *The Product Manager's Handbook*
- Cooper, R., & Dreher, A. (2010). Voice-of-customer methods. *Marketing Management*, 19(4), 38-43.
- Ssegawa, & Muzinda. (2018). The project domain framework (PDF): A framework for documenting a project concept into a business case. *Procedia Computer Science*, 138, 747-755.
- Ciucescu, N. (2016). Business plan – management tool of the entrepreneur. *Studies and Scientific Researches: Economics Edition*, 1-64.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: The Business Case and Its Components for a Hypothetical Product

A business case has at least four components, including market components, product components, industry components, and company components. Describe a *hypothetical* new product by addressing the following elements:

1. the appropriate features of the product
2. the product's target price
3. characteristics of product users
4. size of the total market
5. projected product sales revenues in year one of the product's sales

If you are unable to make reasonable assumptions about any element, identify the research needed to determine the information.

Requirements:

- Write a four- to six-page paper.
- Include a title and a reference page.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Option #2: The Business Case and Its Components for an Existing Product

A business case has at least four components, including market components, product components, industry components, and company components. Describe a product *you have used* by addressing the following elements:

1. the appropriate features of the product
2. the product's target price
3. characteristics of product users
4. size of the total market
5. projected product sales revenues in year one of the product's sales

If you are unable to find information for any element, identify the research needed to determine the information.

Requirements:

- Write a four- to six-page paper.
- Include a title and a reference page.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Module 5

Readings

- Chapter 8 in *The Product Manager's Handbook*
- Cunningham, J., Salomone, J., & Wielgus, N. (2015). Project management leadership style: A team member perspective. *International Journal of Global Business*, 8(2), 27-54.
- Gabrea, R-E., Lascaie, C-E., Popescu, D-M., & Tucmeanu, A-I. (2017). The project team: Features, effectiveness and leadership. *Risk in Contemporary Economy*, 1, 250-260.
- Yan, T., & Wagner, S. M. (2017). Do what and with whom? Value creation and appropriation in inter-organizational new product development projects. *International Journal of Production Economics*, 191, 1-14.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Lightweight and Heavyweight Product Managers Paper

Briefly describe heavyweight product managers and lightweight product managers. Address the following:

- Compare and contrast these two types of managers, including their roles and authority.
- What types of new product development lend themselves well to heavyweight product teams? List two products currently on the market that would benefit from heavyweight teams. Defend your choice for these products being developed by heavyweight product teams.
- What types of new product development lend themselves well to lightweight product teams? List two products currently on the market that would benefit from lightweight teams. Defend your choice for these products being developed by lightweight product teams.

Requirements:

- Write a four- to six-page paper.
- Include a title and a reference page.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Option #2: Lightweight and Heavyweight Product Managers Presentation

In a PowerPoint Presentation, briefly describe heavyweight product managers and lightweight product managers. Address the following:

- Compare and contrast these two types of managers, including their roles and authority.
- What types of new product development lend themselves well to heavyweight product teams? List two products currently on the market that would benefit from heavyweight teams. Defend your choice for these products being developed by heavyweight product teams.

- What types of new product development lend themselves well to lightweight product teams? List two products currently on the market that would benefit from lightweight teams. Defend your choice for these products being developed by lightweight product teams.

Requirements:

- Create a presentation that includes 8-10 slides.
- Be sure to include title and reference slides.
- At least four- to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Module 6

Readings

- Chapter 9 in *The Product Manager's Handbook*
- Chesbrough, H. (2017). The future of open innovation. *Research-Technology Management*, 60(1), 35-38.
- Voss, Paranjpe, Cook, & Garrison. (2017). A short introduction to intellectual property rights. *Techniques in Vascular and Interventional Radiology*, 20(2), 116-120.

Discussion (25 points)

Critical Thinking (90 points)

Choose one of the following two assignments to complete this week. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: Product Naming Concerns and Intellectual Property Protection: Tangible Product

A part of new product launch strategy includes creating the product or service name. Address these questions:

1. In general, how does the product name affect and interact with other new product launch concerns?
2. What are two products (not listed in course materials) whose names clearly reinforce the brand in the mind of customers? Explain what the brand image implies to the consumer.
3. What are the costs and benefits of using intellectual property protection mechanisms?
4. How does product naming and intellectual property protection help support the success of a product? Provide an analysis.

Requirements:

- Your paper should be four to six pages long, excluding the title and reference list pages, which are required.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.

- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Option #2: Product Naming Concerns and Intellectual Property Protection: Service Name/Intangible Product

A part of new product launch strategy includes creating the product or service name. Address these questions:

1. In general, how does the service name affect and interact with other new service launch concerns?
2. What are two services (not listed in course materials) whose names clearly reinforce the brand in the mind of customers? Explain what the brand image implies to the consumer.
3. What are the costs and benefits of using intellectual property protection mechanisms?
4. How does service naming and intellectual property protection help support the success of a service? Provide an analysis.

Requirements:

- Your paper should be four to six pages long, excluding the title and reference list pages, which are required.
- At least four to six scholarly, peer-reviewed references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

Module 7

Readings

- Chapter 13 in *The Product Manager's Handbook*

Discussion (25 points)

Portfolio Project Reminder (0 points)

Your Portfolio Project is due next week by the end of Module 8. Please email your instructor with any questions or concerns.

Module 8

Readings

- Chapter 14 in *The Product Manager's Handbook*

- Schneider Associates. (2017). Most memorable new product launch. *Schneider Associates and Sentient Decision Science*. Retrieved from <https://www.schneiderpr.com/wp-content/uploads/2013/10/MMNPL-eBook-2018-FINAL.pdf>

Discussion (25 points)

Portfolio Project (330 points)

Choose one of the following two assignments to complete the Project Portfolio assignment. Do not do both assignments. Identify your assignment choice in the title of your submission.

Option #1: From Concept to Implementation Multinational Product

Your final Portfolio Project is a PowerPoint presentation. The presentation must use slide notes. The notes section will support the content for each slide. Your presentation should be 18-22 slides (not including the title and research references slides).

In Week 3 you completed a preliminary deliverable for this project, submitting the industry with which you are familiar along with a multinational company that operates in this industry. For this company consider the Upstream Process and Responsibility framework (See Figure 1.2 in the textbook). Describe how you would take a hypothetical new product or service from concept to creation, then to commercialization, and finally to implementation in a country other than the U.S.

Your presentation will be organized in two parts. The first part is a description of new product development concepts while the second part is application to your hypothetical new product concept.

Part I: Descriptions of concepts should include:

- description of the ideation approach of the new product/service addressed in Part II,
- description of a business case
- description of project oversight
- description of beta testing
- description of prelaunch readiness and training
- description of launch execution

Part II: This section includes the application, analysis, formulation and evaluation of the product launch using the principles from this course. Include the following:

- Describe the hypothetical new product.
- Provide the competitive analysis with rationale for the product's success.
- Summarize the business case.
- Specify beta tests and defend your recommendations.
- Construct the strategy formulation in relation to the product/service launch.
- Analyze and evaluate the country's cultural and external differences with their respective application to product/service launch.
- Analyze the strategy implementation on one of the following: systems, people, or process fit.

Requirements:

- Write a presentation that has 18-22 slides.
- Include a title and a reference page.
- At least six outside academic and professional references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

See the Portfolio Project grading rubric in Module 8 for details.

Option #2: From Concept to Implementation of a Domestic Product

Your final Portfolio Project is a PowerPoint presentation. The presentation must use slide notes. The notes section will support the content for each slide. Your presentation should be 18-22 slides (not including the title and research references slides).

In Week 3 you completed a preliminary deliverable for this project, submitting the industry with which you are familiar along with a domestic company that operates in this industry. For this company consider the Upstream Process and Responsibility framework (See Figure 1.2 in the textbook). Describe how you would take a hypothetical new product or service from concept to creation, then to commercialization, and finally to implementation in the U.S.

Your presentation will be organized in two parts. The first part is description of new product development concepts while the second part is application to your hypothetical new product concept.

Part I: Descriptions of concepts should include:

- description of the ideation approach of the new product/service addressed in Part II
- description of a business case
- description of project oversight
- description of beta testing
- description of prelaunch readiness and training
- description of launch execution

Part II: This section includes the application, analysis, formulation and evaluation of the product launch using the principles from this course. Include the following:

- Describe the hypothetical new product.
- Provide the competitive analysis with rationale for the product's success.
- Summarize the business case.
- Specify beta tests and defend your recommendations.
- Construct the strategy formulation in relation to the product/service launch.
- Analyze and evaluate the Country's cultural and its respective application to product/service launch.
- Analyze the strategy implementation on one of the following: systems, people or process fit.

Preliminary Deliverable:

Week 3: Selection of an Organization (worth 20 points toward final Portfolio score)

By the end of Week 3, submit your choice of an organization and industry upon which your Portfolio Project will be based.

Requirements:

- Write a presentation that has 18-22 slides.
- Include a title and a reference page.
- At least six outside academic and professional references that provide information and guidance for your assignment. The [CSU-Global Library](#) is a good place to find these sources.
- Outside sources include academic and research other than the textbook, course materials, or other information provided as part of the course materials.
- Follow the formatting outlined in the [CSU-Global Guide to Writing and APA](#).

See the Portfolio Project grading rubric in Module 8 for details.

COURSE POLICIES

| Grading Scale | |
|---------------|---------------|
| A | 95.0 – 100 |
| A- | 90.0 – 94.9 |
| B+ | 86.7 – 89.9 |
| B | 83.3 – 86.6 |
| B- | 80.0 – 83.2 |
| C+ | 75.0 – 79.9 |
| C | 70.0 – 74.9 |
| D | 60.0 – 69.9 |
| F | 59.9 or below |

Course Grading

20% Discussion Participation
45% Critical Thinking Assignments
35% Final Portfolio Project

IN-CLASSROOM POLICIES

For information on late work and incomplete grade policies, please refer to our [In-Classroom Student Policies and Guidelines](#) or the Academic Catalog for comprehensive documentation of CSU-Global institutional policies.

Academic Integrity

Students must assume responsibility for maintaining honesty in all work submitted for credit and in any other work designated by the instructor of the course. Academic dishonesty includes cheating, fabrication, facilitating academic dishonesty, plagiarism, reusing /re-purposing your own work (see *CSU-Global Guide to Writing and APA Requirements* for percentage of repurposed work that can be used in an assignment), unauthorized possession of academic materials, and unauthorized collaboration. The CSU-Global Library provides information on how students can avoid plagiarism by understanding what it is and how to use the Library and Internet resources.

Citing Sources with APA Style

All students are expected to follow the *CSU-Global Guide to Writing and APA Requirements* when citing in APA (based on the APA Style Manual, 6th edition) for all assignments. For details on CSU-Global APA style, please review the APA resources within the CSU-Global Library under the “APA Guide & Resources” link. A link to this document should also be provided within most assignment descriptions in your course.

Disability Services Statement

CSU–Global is committed to providing reasonable accommodations for all persons with disabilities. Any student with a documented disability requesting academic accommodations should contact the Disability Resource Coordinator at 720-279-0650 and/or email ada@CSUGlobal.edu for additional information to coordinate reasonable accommodations for students with documented disabilities.

Netiquette

Respect the diversity of opinions among the instructor and classmates and engage with them in a courteous, respectful, and professional manner. All posts and classroom communication must be conducted in accordance with the student code of conduct. Think before you push the Send button. Did you say just what you meant? How will the person on the other end read the words?

Maintain an environment free of harassment, stalking, threats, abuse, insults or humiliation toward the instructor and classmates. This includes, but is not limited to, demeaning written or oral comments of an ethnic, religious, age, disability, sexist (or sexual orientation), or racist nature; and the unwanted sexual advances or intimidations by email, or on discussion boards and other postings within or connected to the online classroom. If you have concerns about something that has been said, please let your instructor know.