GW Business

Syllabus

Professor: Dr. Pradeep A. Rau
Office: 301-A Funger Hall
Telephone: 202-994-4989

E-mail: prau@gwu.edu (preferred)
Class: W 4:30pm to 7:00pm, DUQ 255
Office Hours: MW 2:00pm-4:00pm

Required Textbooks:
Crawford, Merle and Anthony Di Benedetto
(10th Edition will also work!)
Website: www.mhhe.com/crawford10e

Recommended Readings:
(Please note that GWSB students now have free access to FT.com)

References from other selected academic/trade journals may be circulated in class from time to time.

Course Objectives

This graduate seminar is designed to explore the management of the product part of the marketing mix in all of its aspects. The traditional treatment of this subject in marketing courses/textbooks focuses heavily on the post commercialization issues in product management i.e. the appropriate decisions in each stage of the product life cycle- decisions relating to branding, packaging, positioning, product line/mix breadth and depth etc. Our focus will of course include these issues, in part, but we will focus more on several pre-commercialization issues in new product development – for example, how product concepts/ideas are generated, the role of design/manufacturing strategies in product management (an area incidentally in which US manufacturers in several key industries-automobiles, consumer electronics to name two – have significantly underperformed foreign competitors during recent decades though the automobile sector appears to be enjoying a recovery, lately), etc.

It is anticipated that given the relatively small (!) class size and in the true spirit of a graduate seminar, participants will be allowed to explore issues of individual interest to them as part of the course requirements. The expectation is that at the end of the semester, each participant will have gained a better understanding of new product management issues, in general, but also of the specific concerns facing product managers in one or more industries of the participant’s choice.
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Seminar Format

The Seminar format has been planned based on the expectation that the enrollment will be relatively small and therefore active involvement of each seminar participant is both possible and expected. The seminar will include a combination of discussion (lecture/text material), case analysis, term project(s) and current developments in specific industries. Participants will be required to make presentations during classes and contribute to each other's exploration of product management issues in different industries. A mid-term and final examination is also planned and the specific format/coverage of these examinations will be worked out between the instructor and seminar participants.

Grading

The various components of the seminar and their weightage are as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Weightage</th>
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<tbody>
<tr>
<td>Mid-term and Final Examinations</td>
<td>40%</td>
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<tr>
<td>Case Analyses</td>
<td>20%</td>
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<tr>
<td>Term Project (See below but details provided in class)</td>
<td>30%</td>
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<tr>
<td>Class Discussions/Participation</td>
<td>10%</td>
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Grades will be assigned based on the following cutoffs:

- A 90-100 (A- .87%)
- B 80-89 (B+ >85%, B- >77%)
- C+ >75%, C>70%
- ?! below 70

Term Project

A number of different approaches can be taken to the term project – one possibility is to choose an industry/product category of interest and do a general analysis of how product development is currently being done in that category. Another possibility is to pursue any entrepreneurial idea that is of interest and examine the various steps towards converting the idea through to commercialization. Projects should typically be done in groups of 2 and it is not expected that the final “product” is more than 12-15 pages (double spaced) in length. More will be said on this in class.

Schedule of Sessions

<table>
<thead>
<tr>
<th>Date</th>
<th>Subject</th>
<th>Assignments</th>
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<tbody>
<tr>
<td>August 31</td>
<td>What is New?</td>
<td>The Course Menu</td>
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<tr>
<td></td>
<td>Course Introduction</td>
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<td>Big Picture – Importance of New Products</td>
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<td>The Strategic Elements of Product Development</td>
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<td>Chapter 1</td>
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September 7 and 14
The New Products Process – Strategic Planning
Case: Lego
Case: Tastykake Sensables
Case: The Levacor Heart Pump
Chapters 2, 3

September 21
The Ideation Process - Creativity Focus on Customer Problems, Lead Users Synectics -In-class Exercise Sources of Innovation (The Lead User Concept) Case: New Product Strategy at Kellogg Case: The Honda Element
Chapters 4, 5

September 28
Analytical Attribute Approaches - Perceptual Mapping - Conjoint (Trade-Off Analysis) Case: Pillsbury Grands! Biscuit Sandwiches Case: P&G CarpetFlick Case: Aquafresh White Trays Case: Campbell’s IQ Meals Case: Earning Organizational Respect Case: Rubbermaid Case: Comparing Smartphones (A)
Chapters 6, 7

October 5
The Concept Evaluation System Case: Concept Development Corporation Case: Chipotle Mexican Grill Case: Fisher and Paykel
Chapter 8

October 12
Manufacturing Strategy/Design Issues Concept Testing The Full Screen Product Use Testing & Marketing Testing Case: Domino’s Case: Comparing Smartphones (B) Case: Logitech (A) Case: DuPont Case: Logitech (B)
Case/handout prior to class Chapters 9, 10, 12, 13, 15, 18

October 19
Mid Term Examination

October 24, 25
Fall Break
October 26  Discussion of Mid Term Examination  Chapter 14
Organizational Issues
Case: Product Use Testing for New Consumer Nondurables
Case: The Mini
Case: Provo Craft

November 02  Sales Forecasting/Financial Analysis  Chapter 11
Case: Bay City Electronics

November 09  Commercialization  Chapter 16, 17, 19
Control/Launch Cycle and Marketing Plan
A-T-A-R Requirements
Positioning
Case: Pepsi-Kona and Pepsi One
Case: Wii
Case: Iridium
Case: Comparing Smartphones (C)
Case: Levitra
Case: Hulu
Case: Dodge Nitro

November 16  Tools of the marketing mix  Chapter 16
-Branding, Packaging, etc.
Class Presentations (cont.)

November 23  Thanksgiving Eve – No Class

November 30  Product Liability  Chapter 20
Public Policy Issues
Product Recalls
Case: Clorox Green Works
Case: Hybrid/Hydrogen Vehicles at GM
Class Presentations

December 7  Course Wrap Up
Class Presentations

December 14-22 (Finals week)  Final (Case) Examination – Date and Time TBA

STUDENT INTEGRITY POLICY: Please Note That The GWU Integrity Policy With Respect To All Matters Relating To Papers And Examinations Will Be Strictly Enforced.

Note: I am looking forward to MKTG 6251 – Product Management – as I hope you are, too! As it will be a graduate seminar type of course, we may have to make some “mid-course corrections” but together, we will work things out. BEST OF LUCK!