

Commerce 4MC3 New Product Marketing 2019-2020 Course Outline

Marketing Area
DeGroote School of Business
McMaster University
September 3, 2019

COURSE OBJECTIVE

Developing and marketing innovative new products is essential for almost all firms to keep up with constantly changing consumer preferences, to evolve with the state of technology, and/or to ensure that the firm's product line does not become 'stale'. The benefits and rewards to innovating firms is evident in the rate at which new products are brought to market despite high new-product failure rates. According to Mintel (2011) data, for example, global consumer packaged goods manufacturers introduce roughly *20,000 new products each month*.

This course will help you understand the role of new product development and marketing within the organization, and problems faced by managers. This course will equip you with the concepts, tools, and methods used in the marketing and management of new products. Finally, this course will enhance your ability to communicate your ideas, solutions and recommendations.

INSTRUCTOR AND CONTACT INFORMATION

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Course Website: <http://avenue.mcmaster.ca> (Avenue to Learn – A2L)

COURSE ELEMENTS

Credit Value:	3	Leadership:	No	IT skills:	Yes	Global view:	No
Avenue:	Yes	Ethics:	No	Numeracy:	Yes	Written skills:	Yes
Participation:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes
Evidence-based:	Yes	Experiential:	Yes	Final Exam:	No	Guest speaker(s):	Yes

COURSE DESCRIPTION

New products are imperative to corporate growth and survival. This course is about understanding the entire process of cultivating and introducing a new product into the market. In particular, this course covers (1) opportunity identification & selection; (2) concept generation & evaluation; (3) development; and finally (4) the launch plan. Topics covered include: *new products* – critical success factors & the keys to new product success; *the new product process* – a game plan from idea to launch; *obtaining new product ideas*; *picking the winners* - sales forecasting and project testing & selection; and *market information and customer input*. The course has a strong practical and applications orientation.

The course consists of a combination of lectures, case discussions, videos, class exercises, guest speakers, and a major case study report and presentations. Lectures and discussions are derived from case studies, and the course textbooks which provides the theoretical underpinnings of the course. The report and presentations are graded on the basis of individual and team performance.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

1. Establish a stage-gate based new product development plan;
2. Formalize a new product idea generating process
3. Identify the key metrics and forecasts to measure NPD success
4. Prioritize your inventory of projects to achieve a balanced portfolio that supports value maximization
5. Select the right projects to maximize profit potential.
6. Build strong links to a robust new product strategy.

COURSE MATERIALS AND READINGS

Required

Avenue (A2L) registration for course content, readings and case materials

- <http://avenue.mcmaster.ca>

New Products Management, 11th edition, Merle Crawford, Anthony DiBenedetto,
McGraw-Hill Irwin

Blue Ocean Strategy – 2015 – by W. Chan Kim, and Renée Mauborgne. Harvard Business
Publishing

Cases

- The cases are listed in the schedule on course website.
- Printed copies of the case are available in the McMaster Bookstore.

Optional:

R. G. Cooper, Winning at New Products – Creating Value Through Innovation,
4th edition, Basic Books (paperback).

Dawn Iacobucci. Marketing Models: Multivariate Statistics and Marketing Analytics, (2nd, 3rd,
or 4th ed.)

EVALUATION

Learning in this course results from understanding textbook contents and application of concepts to in-class case analysis/presentation, hand-in reports, and tests. The balance of the learning results from lectures on strategic concepts. Work will be evaluated on an individual basis as well as in groups, in which case group members will share the same grade adjusted by peer evaluation and instructor and TA observation. Grades on late assignments will be reduced by a minimum of 10% and up to 100% depending on the assignment’s weight and how late it was submitted. Peer evaluations submitted late will not earn any credit. Your final grade will be calculated as follows:

Components and Weights

Multiple Choice Exams (2 of 3) (Individual)	30%
Project 1 – Case Discussion (Group)	15%
Individual Assignment (Individual)	10%
Final Written Case Analysis (Group)	35%
In-class Participation and Contribution (Individual)	10%
- There is <u>no</u> Cumulative Final Exam ¹ -	0%
Total	100%

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy

¹ See footnote 2 below for the exception.

Communication and Feedback

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Area Administrative Assistants. Instructors are required to provide evaluation feedback for at least 10% of the final grade to students prior to Week #9 in the term. Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

Course Deliverables

Multiple Choice & Short Answer Exams

There will be 3 exams given throughout the semester, of which, I will keep the 2 highest scoring exams to use in the calculation of your final grade.² Together, the 2 highest scoring exams will comprise 30% of your final grade, or **15% each**. There will be *NO late exams or make-up exams*. However, *you may take an exam early* if you are unable to attend the scheduled exam date. This, of course, needs to be arranged with the instructor well in advance. Exams will cover the required reading (see weekly outline below) and material discussed in class. They are not comprehensive (see footnote 3 for the exception), though some material builds on other material so an understanding of a previously covered concept or idea may be indirectly necessary to correctly answer some questions. All exams will be taken and graded on an individual basis and will be closed book/notes unless otherwise informed.

Case Presentation & Individual Assignment

There will be 1 group project and 1 individual assignment throughout the semester, which together will comprise **25%** of your final grade. The projects are described below. These projects will be done in groups, however, *grades will be assigned on an individual basis* for the written and oral components of the projects. In other words, if it is obvious that an individual in the group contributed very little to the overall project this member will not receive the full credit the other members receive.

Attendance is absolutely mandatory the day of the group presentations. If an absence is unavoidable on the date your group is to present it should be arranged with the instructor (and your group members) before the date of the presentation, and should be accompanied by a note from the registrar's office excusing the absence.

² If a student skips a test and uses an MSAF for another test, all of the weight from the 2 missed exams will be put on the last exam. In this event, the third test will be a comprehensive final exam covering material from the entire term.

Groups are formed under a *free market* theory, meaning that membership is allowed to change at any time *up to 3 weeks before the end of the term*. In addition, a group can impeach (remove) a particular individual (or several individuals) from the group through a unanimous vote based on the classmate's work ethic related to the group project. The impeached member(s) is then required to join another group or complete the project on their own. To this end, the names of *only the current group members* should be on documents that are turned in. Changes to the group membership should be discussed with the instructor.

Group member evaluations can be submitted for any group assignment. In the absence of an evaluation the assumption will be that all group members contributed equally. For the final written case analysis each member of the team is required to evaluate the contribution of himself/herself, and all the other group members based on the form posted on the course website. The evaluation itself will make up a small portion (roughly 5%) of your assignment grade. **Late evaluations can be submitted but will not earn credit.** Evaluations should be done individually (i.e. not as a group) and submitted via Avenue/Dropbox to maintain confidentiality of the submission. In other words, your evaluation of the other group members should NOT be shared with the other members of the group. As a result, evaluations should only be submitted electronically and should not be brought to class.

Project 1 - Case Discussion - 15%

Each group is responsible for leading the discussion for one of the cases listed in the schedule below. *For assignment details, please see the Case Preparation Questions and Case Grade Scale documents* on the course website.

The presentation slides should be uploaded to Avenue/Dropbox at least 3 hours prior to the start of class. Failure to meet this deadline will cost 10% of the grade, not submitting the slides prior to the start of class will result in an additional 5% being deducted from the grade. If the slides are modified prior to the start of class, simply re-submit the finished slide deck (there is no penalty). Group member evaluations are due the same day by 11:59pm following the case discussion.

Individual Assignment - 10% - Answer the discussion questions for the Nestle Refrigerated Foods case. Each individual should turn in the answered question to obtain credit. Please turn your answers in electronically (via Dropbox on Avenue) 1 hour before class starts on the date it is due. Students are free to work on solving the case with other students in class, but each individual student should upload a copy of his/her answers. In the event you work on the assignment with your fellow classmates, please include the names of everyone you worked with on the assignment you upload. Please upload your answers to Dropbox.³

³ If an absence is unavoidable the day the assignment is due, and you use an MSAF, you can (1) choose to do a make-up assignment, or (2) have your test #3 grade applied to the individual assignment grade. The make-up assignment is due 2 weeks after the original due date.

Final Written Case Analysis

The Final Written Case Analysis is worth **35%** of the course. In groups of ~6 members you will read, analyze, and write up a case analysis. The case along with a more detailed description of the assignment will be distributed with the case – refer to the course schedule for details.

- The Final Written Case Analysis should be submitted by a single group member to Avenue. A hard copy of the analysis is not required. The write-up should be submitted in pdf format. This means that all reports should be *typed and edited carefully*.⁴
- The Case Analysis should be typed using 12 point Times New Roman font. 1 inch margins should surround any text or images in the body of the report and page numbers should be utilized.
- Group member evaluation forms are required and due the same day by 11:59pm. These should be done individually and uploaded to **Avenue/Dropbox to preserve anonymity**.⁵ Evaluations that are submitted after the due date will be taken into consideration but will receive a 0.

Participation

Participation is worth **10%** of your final grade and will be marked individually. Each student is encouraged and expected to contribute regularly to class discussion, as called upon by the instructor or the TA, as well as on a voluntary basis. To a substantial extent, the benefit you derive from the course is related to your willingness to respectfully expose your viewpoint to the critical judgement of the class, and to your active participation in building upon the ideas of others. *It is therefore, imperative that you prepare for each and every class by reading the cases ahead of time.*

Participation will be graded by examining the quality of contributions to each class. Instructors and TA(s) are free to **cold-call** on anyone at any time. Hence, it is imperative that you prepare for each and every case and reading. In general, contributions are evaluated in an ascending order from physically but not mentally present, to good chip shots, to quite substantial comments, to case cracking contributions. Debate and challenge are important activities that help in the learning process and the willingness of individuals to engage in such activities with their classmates is appreciated. However, using **air-time** involves an obligation to actually contribute. None of us has time for recitation of case facts, bland summaries of prior discussion, and so on, that are devoid of implications. Before you speak, always answer the question *so-what?* Participation will **NOT** be graded by counting each contribution a student makes. Participation points are awarded for actively participating, they are not awarded simply for showing up. Participation will be graded by examining the quality of contributions in each class.

Name cards and class pictures are used to help give credit for your participation. You must have a name card with your **full first and last name** clearly written and displayed in front of you for

⁴ Poor grammar and misspelled words are distracting and make grading the reports more difficult. Reports that are turned in with extremely poor grammar will be returned to the group for editing and the report will be considered late.

⁵ Please ensure you turn the evaluation into the correct Dropbox on Avenue. Evaluations submitted to the wrong Dropbox folder may not receive credit.

every class. Participation points will not be awarded if you don't have your name card out. A photograph of the class will be taken at the end of class. This photograph will be used by the TA and the instructor to evaluate your participation. Therefore, once the photograph is taken, you **MUST** always attend that section of this course. If you continue to switch sections throughout the term, you will **NOT** be guaranteed any participation marks for those classes you attend outside your photographed section.

ACADEMIC INTEGRITY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: “Grade of F assigned for academic dishonesty”), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the *Academic Integrity Policy*, located at:

www.mcmaster.ca/academicintegrity

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

AUTHENTICITY/PLAGIARISM DETECTION

In this course we will be using a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. Students will be expected to submit their work electronically directly to either Turnitin.com or via Avenue to Learn (A2L) plagiarism detection (a service supported by Turnitin.com) so can be checked for academic dishonesty. Students who do not wish to submit their work through A2L and/or Turnitin.com must still submit an electronic and/or hardcopy to the instructor. No penalty will be assigned to a student who does not submit work to Turnitin.com or A2L. All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). To see the Turnitin.com Policy, please go to:

www.mcmaster.ca/academicintegrity.

ONLINE COURSE COMPONENTS

In this course we will be using Avenue to Learn. Students should be aware that when they access the electronic components of this course, private information such as first and last names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure.

If you have any questions or concerns about such disclosure, please discuss this with the course Instructor.

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

Students may request relief from a regularly scheduled midterm, test, assignment or other course components. Please refer to the policy and procedure on the DeGroote website at the link below:

<http://ug.degroote.mcmaster.ca/forms-and-resources/misled-course-work-policy/>

STUDENT ACCESSIBILITY SERVICES

Students who require academic accommodation must contact Student Accessibility Services (SAS) to make an arrangement with a Program Coordinator. Academic accommodations must be arranged for each term of study. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca.

For further information, consult McMaster University's Policy for Academic Accommodation of Students with Disabilities:

<http://www.mcmaster.ca/policy/Students-AcademicStudies/AcademicAccommodation-StudentsWithDisabilities.pdf>

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students requiring a RISO accommodation should submit their request, including the dates/times needing to be accommodated and the courses which will be impacted, to their Faculty Office normally within 10 days of the beginning of term or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

<https://multifaith.mcmaster.ca/riso>

POTENTIAL MODIFICATION TO THE COURSE

The instructor reserves the right to modify elements of the course during the term. There may be changes to the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

RESEARCH USING HUMAN SUBJECTS

All researchers conducting research that involves human participants, their records or their biological material are required to receive approval from one of McMaster's Research Ethics Boards before (a) they can recruit participants and (b) collect or access their data. Failure to comply with relevant policies is a research misconduct matter. Contact these boards for further information about your requirements and the application process.

McMaster Research Ethics Board (General board): <https://reo.mcmaster.ca/>

Hamilton Integrated Research Ethics Board (Medical board): <http://www.hireb.ca/>

ACKNOWLEDGEMENT OF COURSE POLICIES

Your enrolment in Commerce 4MC3 will be considered an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. **It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.**

Lack of awareness of the course policies **cannot be invoked** at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

**Commerce 4MC3
New Product Marketing
2019-2020 Course Schedule**

WEEK	LECTURES AND ASSIGNMENTS
1	<ul style="list-style-type: none"> • Course Introduction Lecture: <ul style="list-style-type: none"> • NPM: Chapter 1: “Strategic Elements of Prod. Development” (Skim) Reading: <ul style="list-style-type: none"> • BOS: Chapter 1: “Creating Blue Oceans” • BOS: Chapter 3: “Reconstruct Market Boundaries”
2	Lecture: <ul style="list-style-type: none"> • NPM: Chapter 2: “The New Products Process” • MM: Chapter 6: “Analytical Attribute Approach: Introduction to Perceptual Mapping” <ul style="list-style-type: none"> ➤ <i>Introduction to R, and MDS example.</i> Assignment: <ul style="list-style-type: none"> • Group formation & case selection - details due by the end of the day.
3	<ul style="list-style-type: none"> • Case Discussion Lecture: <ul style="list-style-type: none"> • <i>Introduction to R, and MDS example (continued).</i> Reading: <ul style="list-style-type: none"> • BOS: Chapter 4: “Focus on the Big Picture, Not the Numbers”

4	<ul style="list-style-type: none"> • Case Discussion <p>Lecture:</p> <ul style="list-style-type: none"> • NPM: Chapter 8: “The Concept Evaluation System” <p>Test #1 Review:</p> <ul style="list-style-type: none"> • NPM: Chapters 1, 2, and 6 & Cases: Biopure, LRNA.
5	<ul style="list-style-type: none"> • Test #1: Multiple Choice – (0,15%) <p>Lecture:</p> <ul style="list-style-type: none"> • MM: Chapter 7: “New Products and Conjoint Analysis” <ul style="list-style-type: none"> ➤ <i>Conjoint example</i> <p>Reading:</p> <ul style="list-style-type: none"> • BOS: Chapter 5: “Reach Beyond Existing Demand” • BOS: Chapter 6: “Get the Strategic Sequence Right”
6	<ul style="list-style-type: none"> • Case Discussion <p>Lecture:</p> <ul style="list-style-type: none"> • NPM: Chapter 10: “The Full Screen” • NPM: Chapter 11: “Diffusion of Innovation & Market Share Forecasting” <p>Test #2 Review:</p> <ul style="list-style-type: none"> • NPM: Ch's: 8, 10, and 11 & Cases: Airtel.
	<p>No Class</p>
7	<ul style="list-style-type: none"> • Test #2: Multiple Choice – (0,15%) <p>Lecture:</p> <ul style="list-style-type: none"> • NPM: Chapter 15: “Product Use Testing” • NPM: Chapter 18: “Market Testing”
8	<ul style="list-style-type: none"> • Case Discussion <ul style="list-style-type: none"> ➤ <i>Individual Assignment Due</i> by start of class – (10%). <p>Lecture:</p> <ul style="list-style-type: none"> • NPM: Chapter 16: “Strategic Launch Planning” • NPM: Chapter 19: “Launch Management” <p>Reading:</p> <ul style="list-style-type: none"> • BOS: Chapter 8: “Build Execution into Strategy”

9	<ul style="list-style-type: none"> • Case Discussion • Case Discussion
10	<ul style="list-style-type: none"> • Case Discussion • Final Case Distributed. <p>Test #3 Review:</p> <ul style="list-style-type: none"> • NPM: Ch's: 15, 16, 18, and 19 & Case: Zappos, Nestle, Kraft, & Tesla.
11	<p>No lecture - Final Case Analysis Preparation</p>
12	<p>Test #3: Multiple Choice – (0,15%)</p> <p>No lecture - Final Case Analysis Preparation</p>
13	<p>Final Case Presentations</p> <ul style="list-style-type: none"> • Slide deck due at 11:00am. <p>Final Written Case Analysis is due a few days later</p>