

**Commerce 4MC3
New Product Marketing
Fall 2021 Course Outline**

**Marketing Area
DeGroote School of Business
McMaster University**

August 3, 2021

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 (2020) data, for example, global consumer packaged goods manufacturers introduce more than *30,000 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

Section 1: Monday, 11:30pm – 2:20pm

Dr. William Allender

Instructor

allendw@mcmaster.ca

Office: DSB #325

Office Hours: By Appointment

Tel: (905) 525-9140 ext. 24756

Student TA

Stu Dent

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Office: TBD

Office Hours: By Appointment

Tel: (905) 525-9140 x27438

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 is 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, 12th edition, Merle Crawford, Anthony DiBenedetto,
McGraw-Hill Irwin

Optional

Winning at New Products – Creating Value Through Innovation, 4th edition, R. G. Cooper,
Harvard Business Review

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 (3 of 4) (Individual)	35%
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Final Written Case Analysis (Group)	50%
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In-class Participation and Contribution (Individual)	15%
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- There is <u>no</u> Cumulative Final Exam ¹ -	0%
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Total	100%

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

Course Deliverables

Multiple Choice & Short Answer Exams

There will be 4 exams given throughout the semester, of which, I will keep the 3 highest scoring exams to use in the calculation of your final grade.² Together, the 3 highest scoring exams will comprise 35% of your final grade, or **~12% 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.

¹ See footnote 2 below for the exception.

² If a student skips a test and uses an MSAF for another test, all 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.

Final Case Analysis

The Final Written Case Analysis is worth **50%** of the course grade and is due **Dec. 8, 2021 by 4:30pm**. 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 around week 10 – 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*.³
- 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**.⁴ Evaluations that are submitted after the due date will be taken into consideration but will receive a 0. The form is available on Avenue.

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*. 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. The evaluation itself will make up a small portion (roughly 3%) of your final case analysis 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 is NOT required to be shared with the other members of the group.

³ 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.

⁴ Please ensure you turn the evaluation into the correct Dropbox on Avenue. Evaluations submitted to the wrong Dropbox folder may not receive credit.

Participation

Participation is worth **15%** of your final grade and will be marked individually. Each student is encouraged and expected to contribute regularly to class discussion. 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 ahead of time.*

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.

COURSE DELIVERY

LEARNING ACTIVITIES	DELIVERY	DESCRIPTION	TOOLS
Virtual Class	Synch	Live sessions led by the instructor	Zoom Every week during class time
Self-Study	Asynch	Various multimedia learning materials	Avenue to Learn At your leisure during the week
Group Discussions	Both	Synch: Breakout rooms during lecture Asynch: discussion forum on Avenue	Synch: Zoom Asynch: Avenue to Learn

REQUESTING RELIEF FOR MISSED ACADEMIC WORK

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar [“Requests for Relief for Missed Academic Term Work”](#) and the link below;

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

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. **It is your responsibility to understand what constitutes academic dishonesty.**

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.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one’s own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

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. All students must receive feedback regarding their progress prior to the final date by which a student may cancel the course without failure by default.

- *For Level 1 and Level 2 courses, this feedback must equal a minimum of 20% of the final grade.*
- *For Level 3 courses and above, this feedback must equal a minimum of 10% of the final grade.*

Instructors may solicit feedback via an informal course review with students by Week #4 to allow time for modifications in curriculum delivery.

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. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

ONLINE COURSE COMPONENTS

In this course we will be using several on-line elements including e-mail, Avenue to Learn, webpages, etc. Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames 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 a course that uses on-line elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosures, please discuss them with the course instructor.

ONLINE PROCTORING

This course may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the “Code”). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students’ access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University’s [Academic Accommodation of Students with Disabilities](#) policy.

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 should submit their request to their Faculty Office *normally within 10 working days* of the beginning of term in which they anticipate a need for accommodation 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.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students may be financially responsible for copyright material that is redistributed without written consent. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

There may be changes to the dates and deadlines for any or all courses in exceptional circumstances (e.g., severe weather, labour disruptions, etc.). The instructor reserves the right to modify elements of the course during the term. If either type of modification becomes necessary, reasonable notice and communication with the students will be given.

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
Fall 2021 Course Schedule**

WEEK	DATE	LECTURES AND ASSIGNMENTS
1	Sept. 13	<p>Live via Zoom (link will be posted to Avenue)</p> <ul style="list-style-type: none"> • Course Introduction <p>Lecture:</p> <ul style="list-style-type: none"> • NPM: Ch. 1: “Strategic Elements of Prod. Development”
2	Sept. 20	<p>Asynch. Lecture Videos</p> <ul style="list-style-type: none"> • NPM: Ch. 2: “The New Products Process” • NPM: Ch. 3: “Opportunity Identification and Selection” • NPM: Ch. 4: “The Product Concept and Ready-made New Product Ideas” <p>Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion
3	Sept. 27	<p>Asynch. Lecture Videos</p> <ul style="list-style-type: none"> • NPM: Ch. 6: “Analytical Attribute Approach: Introduction to Perceptual Mapping” <p>Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion • Test #1 Review: NPM: Ch. 1, 2, 3, 4, and 6.
4	Oct. 4	<p>Test #1: Multiple Choice – (0,12%)</p> <p>Asynch. Lecture Videos</p> <ul style="list-style-type: none"> • NPM: Ch. 7: “Concept Evaluation and Testing” • NPM: Ch. 8: “The Full Screen” <p>Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion

	Oct. 11	No Class
5	Oct. 18	<p align="center">Asynch. Lecture Videos</p> <ul style="list-style-type: none"> • NPM: Ch. 9: “Sales Forecasting and Financial Analysis” • NPM: Ch. 10: “Product Protocol” <p align="center">Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion
6	Oct. 25	<p align="center">Asynch. Lecture Videos</p> <ul style="list-style-type: none"> • NPM: Ch. 11: “Design” • NPM: Ch. 13: “Product Use Testing” • NPM: Ch. 16: “Market Testing” <p align="center">Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion • Test #2 Review: NPM: Ch's: 7, 8, 9, and 10
7	Nov. 1	<p>Test #2: Multiple Choice – (0,12%)</p> <p align="center">Asynch. Lecture Videos</p> <ul style="list-style-type: none"> • "New Products and Conjoint Analysis" <p align="center">Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion
8	Nov. 8	<p align="center">Asynch. Lecture Videos</p> <ul style="list-style-type: none"> • NPM: Ch. 14: “Strategic Launch Planning” • NPM: Ch. 15: “Implementation of the Strategic Plan” • NPM: Ch. 17: “Launch Management” <p align="center">Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion • Test #3 Review: NPM: Ch's: 11, 13, and 16
9	Nov. 15	<p>Test #3: Multiple Choice – (0,12%)</p> <p align="center">Live via Zoom</p> <ul style="list-style-type: none"> • In-Class Discussion • Test #4 Review: NPM: Ch's: 14, 15, and 17 <p align="center">Final Case Distributed via Avenue</p>

10	Nov. 22	<p>Test #4: Multiple Choice – (0,12%)</p> <p>No lecture - Final Case Analysis Preparation</p>
11	Nov. 29	<p>No lecture - Final Case Analysis Preparation</p>
12	Dec. 6	<p>No lecture - Final Case Analysis Preparation</p> <p>Final Written Case Analysis is due Wens. Dec. 8 by 4:30pm.</p>