

Professor: Therese Wilbur

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Course Description

This is an experiential learning course. Therefore, the entire course is 1 semester long, group project. To mirror actual product development teams, this course will be taught in parallel with Viterbi School of Engineering, EE 459: Electrical Engineering Embedded Systems Design Laboratory Course, and with Roski School of Fine Arts, FASC 436 Art & Technology Course. Marketing students will be paired together with teams of Electrical Engineering and Fine Arts students and be given a cross-functional, semester long project of creating, designing, and developing prototypes and marketing plans for a successful new product introduction for a brand.

- Our Engineering Faculty contact is Dr. Allan Weber at weber@sipi.usc.edu.
- Our Fine Arts Faculty contacts are Ann Page at spage@usc.edu

Because a large amount of work is needed outside of class, the class is structured to allow for Lab Times, which will be on Thursdays for most weeks. These are days where the class format allows you to meet with your cross-functional team and accomplish team goals. Additionally, there are check-in classes where teams will be scheduled to see me during class times in the classroom to discuss any issues or progress.

Course Project Overview

The project we are working on is a Navigation and Emergency Device for Outdoor Recreation. A detailed project description is attached.

Target Market: TBD by each team

Brand: TBD by each team

Learning Objectives

The course will provide you with the skills and knowledge to:

1. To step into the shoes of a Product Manager and lead the development of an actual product from concept to prototype.
2. To experience the joys and challenges of working on a cross-functional product development team.
3. To learn and apply the principles of Integrated New Product Development (iNPD).
4. To generate and communicate all consumer, competitive, and brand input to the FA, EE team members as a platform for product development by applying previous knowledge of Marketing concepts.
5. To create a comprehensive marketing launch plan based on final prototype definition, again leveraging knowledge from prior Marketing course work.
6. To understand and analyze product launches/failures using additional product development concepts and best practices across a variety of organizations and industries.

Required Materials

1. Course Reader: Harvard Business School Publishing, I will be sending you a class link.
2. Qualtrics is an on-line survey tool your teams can use throughout the course to conduct consumer research. Each team will be set-up with a name and password. To access the system, use the domain name of: <http://uscmarshall.qualtrics.com>. For any systems issues, call the Marshall Help Desk first. If that does not resolve your issue, then email me.

Prerequisites and/or Recommended Preparation:

BUAD 307 and MKT 445—New Product Development & Branding or similar coursework

Course Notes:

All class information and class slides will be posted to Blackboard.

Grading Policies:

Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target or curve, but on your performance. Historically, the average grade for this class is about a B+. Three items are considered when assigning final grades:

1. Your average weighted score as a percentage of the available points for all assignments (the points you receive divided by the number of points possible).
2. The overall average percentage score within the class.
3. Your ranking among all students in the class.

ASSIGNMENTS AND GRADING DETAIL:

<u>Individual Total:</u>		<u>40%</u>	<u>400 Points</u>
Product Failure Paper		15%	150 Points
In-Class Participation		6%	60 Points
Case Exercises		9%	90 Points
Individual Team Work Assessments		10%	100 Points
<u>Group Total:</u>		<u>60%</u>	<u>600 Points</u>
Opportunity Identification & Concept Generation, Concept Testing		20%	200 Points
Concept Selection & Product Protocol		5%	50 Points
Marketing Launch Plan		20%	200 Points
Final Marketing Presentations: 5% for Cross-functional presentative and 10% for MKT Only presentations		15%	150 Points
<u>Course Total</u>		<u>100%</u>	<u>1000 Points</u>

The Marshall School of Business Learning Goals:

Emphasis will be placed on the USC Marshall School of Business learning goals as follows:

<u>Goal</u>	<u>Description</u>	<u>Course Emphasis</u>
1	Our graduates will understand types of markets and key business areas and their interaction to effectively manage different types of enterprises	Moderate
2	Our graduates will develop a global business perspective. They will understand how local, regional, and international markets, and economic, social and cultural issues impact business decisions so as to anticipate new opportunities in any marketplace	Moderate
3	Our graduates will demonstrate critical thinking skills so as to become future-oriented decision makers, problem solvers and innovators	High
4	Our graduates will develop people and leadership skills to promote their effectiveness as business managers and leaders.	High
5	Our graduates will demonstrate ethical reasoning skills, understand social, civic, and professional responsibilities and aspire to add value to society	Moderate
6	Our graduates will be effective communicators to facilitate information flow in organizational, social, and intercultural contexts.	High

Assignment Submission Policy:

Guidelines for ALL Assignments:

1. All assignments need to be typed and professional looking—something you would be proud to show to an employer.
2. Individual and team assignments are due on the date assigned, before class begins. A 30% penalty per day applies to any late assignments (except for case preparations; no late or make-up ones accepted).
3. Assignments are due in hard copy form (and sometimes in ecopy form).
4. If you are sick, you need to email me your assignment before class starts to receive full credit and bring a hard copy of the assignment to the next class, if applicable.
5. An unexcused, late assignment exceeding 3 days will not be accepted.

Religious Holidays

Religious Holidays and associated travel plans are well known in advance. If you require accommodations due to conflict with a religious holiday, I expect you to notify me at least 7 days in advance. Failure to follow this policy will result in stated penalties noted above.

ASSIGNMENT REQUIREMENTS—INDIVIDUAL = 40%

Product Failure Paper = 15%

- Each student will be asked to identify and analyze a product failure/specific industry and the learning from it, by applying our class concepts and prior branding concepts in a 5 page paper and 2 pages must be exhibits. Further assignment requirements will be communicated in class.

Case Exercises = 9%

- There are 9 Harvard Business School Case assignments that need to be completed prior to our in-class exercises per class.
- Each assignment is 1-2 questions requiring responses in the format of: 1 text page, 1-2 exhibit page(s)
- 1 copy should be brought to each class
- Since the assignments are used in the case discussions, no late or make-up case exercises are allowed.
- Each case assignment is worth 1% of your grade and graded as follows:

Case Grade	Rating Scale
100%	85% or above: Meets Expectations
Up to 70%	Lack of Effort or partially Incomplete; Graded based on effort
0%	Not completed

In-class Participation = 6%

- Active, positive and quality contributions to class discussions, completion of in-class exercises and preparation/contributions for cross-section team meetings will be graded as a percentage of the total possible 30 points (1 point/class).
- Lab meeting preparation and summaries are graded for each cross-functional class and are due before the end of class. A template will be provided. The lab summaries are also factored in as input for your team work assessment.

The following scale is used:

Participation Requirement	Points Earned
Active, quality contribution; completing in-class exercises	1 Point
Completing In-class exercises only	.7 Point
Scheduled Absence	No point impact, up to 2
Unscheduled Absence	-1 Point

- Bringing in outside examples are encouraged throughout the semester and may be assigned “points” at my discretion. You cannot earn more than 100% of the allocated points.
- There are no “retro-active” or make-up points are allowed. You must sign the participation roster in class.
- Scheduled absences mean you notify me BEFORE class begins of your absence and will be excused for up to 2 dates and excluded from the total points possible. All assignments must be submitted as required on the due date, regardless of a scheduled or unscheduled class absence. An absent student is responsible for catching up on all in class material from other students, including in-class exercises.

Individual Team Work Assessments = 10% (5% for each assessment)

- An individual evaluation of your team work occurs at mid-semester and at the end of the semester. Your grade will be determined by me and will be based on your specific individual contributions and their value, along with peer input from your MKT, EE, and FASC team members.
- The process is put into place to insure all members are contributing fairly and consistently throughout the group projects and to learn how to best perform within a team environment. Additionally, the process also insures you are rewarded for supporting your Engineering and Design partners and provides an additional incentive to foster strong team work across the courses.
- You will be also be required to evaluate your own team members by each deadline.
- Peer evaluations are standardized and required from each student after a milestone.
- Late penalties do apply. For each day your evaluation is late, 1% is subtracted from your team grade.
- Peer evaluations will be accepted up to 7 days after the deadline. After this time, they will be considered incomplete and you will automatically lose credit for 15% of your team grade.
- Any issues with peer evaluation grading need to be communicated to me within 3 days of receiving your grade.

ASSIGNMENT REQUIREMENTS—GROUP = 60%

Key Integrated New Product Development (iNPD) Milestones

Preparation and Assignments for each milestone will be given in-class.

- Opportunity Identification, Concept Generation, Concept Testing = 20%
- Concept Selection & Product Protocol = 5%
- Marketing Launch Plan = 20%
- Marketing Plan Presentations = 15%

Opportunity Identification & Concept Generation, Concept Testing = 20%

- For Opportunity Identification, each team will need to research and understand the category, consumer and industry trends. Concept Generation requires the definition and development of 3 unique concepts. These two milestones are worth 10%.
- Concept Testing will require primary research be conducted with the consumer target on the 3 concepts, along with summarizing the research results. This part of the project is worth 10%.

Concept Selection & Product Protocol = 5%

- Based on the consumer research and the cross discipline team input using a Scoring Model, the team will define and develop one concept. In addition, a formal document defining the final product will be developed, along with signatures from all the cross discipline team members.

Marketing Launch Plan = 20%

- A comprehensive marketing launch plan will be developed that includes the opportunity identification, final product definition, sales forecast and the 5P's.

Marketing Plan Presentations = 15%

- A Cross-Functional Team presentation occurs with your EE and Design partners at the end of the semester. It is in the format of a "pitch" to upper management and worth 5%.
- Our final exam consists of each MKT team presenting key highlights of their MKT Launch Plans and is worth 10%.

Evaluation of Your Work:

You may regard each of your assignments as an "exam" in which you apply what you've learned according to the assignment. I will do my best to make my expectations for the various assignments clear and to evaluate them as fairly and objectively as I can. If you feel that an error has occurred in the grading of any assignment, you may, within one week of the date the assignment is returned to you, write me a memo in which you request that I re-evaluate the assignment. Attach the original assignment to the memo and explain fully and carefully why you think the assignment should be re-graded. Be aware that the re-evaluation process can result in three types of grade adjustments: positive, none, or negative.

Intellectual Property

The course falls under the Intellectual Property guidelines of the University. Further information will be communicated during class.

MARSHALL GUIDELINES

Add/Drop Process

If you are absent six or more times prior to the last day to withdraw from a course with a grade of "W", I may ask you to withdraw from the class by that date. These policies maintain professionalism and ensure a system that is fair to all students.

Retention of Graded Coursework

Final exams and all other graded work which affect the course grade will be retained for one year after the end of the course *if* the graded work has not been returned to the student (i.e., if I returned a graded paper to you, it is your responsibility to file it, not mine).

Technology Policy

Laptop and Internet usage is not permitted during academic or professional sessions unless otherwise stated by the respective professor and/or staff. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions. ANY e-devices (cell phones, PDAs, I-Phones, Blackberries, other texting devices, laptops, I-pods) must be completely turned off during class time. Upon request, you must comply and put your device on the table in off mode and FACE DOWN. You might also be asked to deposit your devices in a designated area in the classroom. Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

Statement for Students with Disabilities

Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. For more information visit www.usc.edu/disability.

Statement on Academic Integrity

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. *SCampus*, the Student Guidebook, (www.usc.edu/scampus or <http://scampus.usc.edu>) contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: <http://www.usc.edu/student-affairs/SJACS/>. Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Statement on Academic Conduct and Support Systems

Academic Conduct

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Section 11, Behavior Violating University Standards <https://scampus.usc.edu/1100-behavior-violating-university-standards-and-appropriate-sanctions/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct/>.

Discrimination, sexual assault, and harassment are not tolerated by the university. You are encouraged to report any incidents to the Office of Equity and Diversity <http://equity.usc.edu/> or to the Department of Public Safety <http://capsnet.usc.edu/departments/departments-public-safety/online-forms/contact-us>. This is important for the safety whole USC community. Another member of the university community – such as a friend, classmate, advisor, or faculty member – can help initiate the report, or can initiate the report on behalf of another person. The Center for Women and Men <http://www.usc.edu/student-affairs/cwm/> provides 24/7 confidential support, and the sexual assault resource center webpage sarc@usc.edu describes reporting options and other resources.

Support Systems

A number of USC's schools provide support for students who need help with scholarly writing. Check with your advisor or program staff to find out more. Students whose primary language is not English should check with the American Language Institute <http://dornsife.usc.edu/ali>, which sponsors courses and workshops specifically for international graduate students. The Office of Disability Services and Programs http://sait.usc.edu/academicsupport/centerprograms/dsp/home_index.html provides certification for students with disabilities and helps arrange the relevant accommodations. If an officially declared emergency makes travel to campus infeasible, USC Emergency Information <http://emergency.usc.edu> will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

Class Notes & Materials Policy

Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student's membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the Internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code, and may subject an individual or entity to university discipline and/or legal proceedings.

Class Notes & Materials Policy continued

No recording and copyright notice. No student may record any lecture, class discussion or meeting with me without my prior express written permission. The word “record” or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. I reserve all rights, including copyright, to my lectures, course syllabi and related materials, including in class exercises and worksheets, study guides, summaries, PowerPoint’s, case paper questions and analysis, project formats, prior exams, answer keys, and all supplementary course materials available to the students enrolled in my class whether posted on Blackboard or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made during the semester only for students who have made prior arrangements with DSP and me.

Students are expected to be familiar with USC’s Academic Integrity Policies (i.e., copying, fraudulent possession of an exam, plagiarism, submission of purchased papers, submitting the same assignment to more than one instructor) and be aware of recommended sanctions (i.e., F for the course, suspension or expulsion) associated with violating such policies. See Appendix A in the SCAMPUS Guidebook for more detail.

Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies.

Please activate your course in Blackboard with access to the course syllabus. Whether or not you use Blackboard regularly, these preparations will be crucial in an emergency. USC's Blackboard learning management system and support information is available at blackboard.usc.edu.

Course Advisory

Students need to be flexible and open to the learning process. Additional readings and/or assignments may be added at the discretion of the professor. Furthermore, unforeseen circumstances may arise which mandate changes in the content and/or structure of the course.

COURSE CALENDAR/CLASS SESSIONS

Please refer to the separate course calendar.