

**Professor: Therese Wilbur**

**Office Hours via Zoom:**

**T, 4:00-5:00 pm**

**W, 12:00-1:00 pm**

**TH, 4:00-5:00 pm and by appointment**

**E-mail: [twilbur@marshall.usc.edu](mailto:twilbur@marshall.usc.edu)**

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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 both Viterbi's Electrical Engineering Program, EE 459: Electrical Engineering Embedded Systems Design Laboratory course and OTIS College of Art & Design Program, PRDS 433: Advanced Product Development Studio 4 courses. Marketing students will be paired together with teams of Electrical Engineering and Designers and will be given a cross-functional, semester long project of creating, designing, and developing prototypes, a package design, and marketing plan for a successful new product introduction for a brand.

- Our Engineering Faculty contact is Dr. Allan Weber at [weber@sipi.usc.edu](mailto:weber@sipi.usc.edu).
- Our Design Faculty contact is Lance Winkel at [lwinkel@otis.edu](mailto:lwinkel@otis.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 Tuesdays as well as some Thursdays. These are days where the class format allows you to meet with your cross-functional team and accomplish team goals.

### **Course Project Overview**

The project we are working on is a Smart Wearable Device for Recreational Activity. A detailed project description will be provided next week and will be reviewed during our inter-disciplinary kick-offs.

Target Market: TBD by each team; must be consumer vs. business and must have access to it for research

Brand: TBD by each team based on a lottery

### **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 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.
3. Slack and Google Drive will be used for cross-team communication.

### **Prerequisites and/or Recommended Preparation:**

BUAD 307 and MKT 445—New Product Development & Branding recommended or by Professor's approval

## COURSE FORMAT

Zoom is the platform used for all online sessions and online office hours. A link and instructions to join the Zoom sessions will be posted in the Blackboard Course Pages. For more information about Zoom, go to: [Zoom Support Tutorials](#).

## CLASSROOM POLICIES

1. Class attendance and participation is important in developing a coherent view of the materials covered in the course. Unless accommodated as described in (b) below, attendance and active participation is expected at the synchronous Zoom class sessions.
  - a. Students are expected to have cameras on during the synchronous Zoom sessions, and preferably use headsets or earphones to ensure the best audio quality. *Please advise me if you have circumstances under which you will not be able to meet these expectations.*
  - b. For students who are located in a time zone where the synchronous class sessions or exams fall outside the window of 7 a.m. to 10:30 p.m. in your local time zone, please contact me. You will not be penalized for not attending the live Zoom class sessions. The Zoom sessions will be recorded and posted on Blackboard, and you will be responsible for watching the recorded sessions. Exams and other synchronous assessments will be scheduled for students to be able to complete the assessment between 7 a.m. and 10:30 p.m. in your local time zone.
  - c. In addition, for any student who does not attend the Zoom session live, you will be required to complete the workshop or an alternate method of contribution to the class. The alternatives and deadlines will be posted on Blackboard.

General tips: Please budget approximately two hours to complete each missed class and alternative assignment. Do not stress over the details or perfection of your submission. This assignment is credit-no-credit and is simply intended to ensure that you get as much as possible out of the course, and that your learning experience will not be compromised compared to your classmates who will be attending class live and regularly.

Reminders: Team formation, team-based assignments, exams, office hours, and other components of the class will all be structured in ways that accommodate time differences for students displaced by the Covid-19 crisis. More details about these components of the course are posted in Blackboard.

- d. During synchronous Zoom sessions, the following netiquette is expected, as if you were in a physical classroom. Please do:
    - i. Log into class early or promptly
    - ii. Arrange to attend class where there is a reliable internet connection and without distractions
    - iii. Dress respectfully. Video conference business meetings are and will be the norm, so practice your professional telepresence.
    - iv. If you use a virtual background, please keep it respectfully professional.
    - v. Display both your first and last name during video conferencing and synchronous class meetings.
    - vi. Respectfully minimize distractions by muting and or turning off video if necessary and when appropriate.
    - vii. Engage in appropriate tone and language with instructors and classmates.
  - e. Please try not to:
    - i. Engage in a simultaneous activity not related to the class.
    - ii. Interact with persons who are not part of the class during the class session.
    - iii. Leave frequently or not be on camera for extended periods of time.
    - iv. Have other persons or pets in view of the camera.
2. All Zoom sessions will be recorded and posted in the Blackboard Course pages. Recordings may NOT be shared outside of the class or posted anywhere publicly due to Privacy Regulations and copyright laws.

## TECHNOLOGY REQUIREMENTS & RECOMMENDATIONS

The following equipment and system requirements are recommended to successfully participate in this online course:

- Computer with webcam
- Earphones or headset
- Reliable (preferably high speed) Internet connection
- Current operating system for Windows or Mac
- Current browser
  - Google Chrome
  - Firefox
  - Internet Explorer (not recommended)
  - Safari (Mac)

For technical support please see:

- **USC Systems** (Blackboard, USC Login, MyUSC, USC Gmail, GoogleApps)  
For assistance with your USC login or other USC systems, please call +1 (213) 740-5555 or email [Consult@usc.edu](mailto:Consult@usc.edu). They are open Mon – Fri 9:30am – 5pm and weekends from 8am - 5pm (all Pacific time).
- **Zoom Video Web Conferencing System** (MarshallTALK)  
For assistance using Zoom, go to [Zoom Support Page](#). You may also call +1 (888) 799-9666 ext. 2. They are available 24/7.
- **Marshall Systems** (MyMarshall, Marshall Outlook email)  
For assistance with Marshall systems you can call +1 (213) 740-3000 Mon-Fri 8am-6pm (Pacific), email [HelpDesk@marshall.usc.edu](mailto:HelpDesk@marshall.usc.edu), or use our self-help service portal as shown below. The portal allows you to get immediate assistance by searching for the information you need. You can also use it to chat with a technician or input a request. To access the service portal, follow these steps:
  - On a computer or mobile device, go to [MyMarshall Home Page](#) and click the “**Help**” link on the upper right.
  - Log in using your Marshall username and password.  
(If you don’t know your Marshall login please follow the onscreen instructions pertaining to login issues)

If your computer does not have Microsoft Word, Office 365 package is available to you free of charge and allows you to install Word, Excel, PowerPoint, Outlook, OneNote, Publisher, and Access on up to 5 PCs or Macs and Office apps on other mobile devices including tablets. Office 365 also includes unlimited cloud storage on OneDrive. To download Office 365 log into your student (University) email through a web browser, choose Settings (top right corner), and select software. If you have further questions or need help with the software, please contact the USC ITS service portal.

### 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:

<b>Individual Total:</b>		<b>45%</b>	<b>450 Points</b>
Lab Class Assignments		16%	200 Points
In-Class Participation		12%	120 Points
Case Exercises		7%	70 Points
Team Work Assessments		10%	100 Points
<b>Group Total:</b>		<b>55%</b>	<b>550 Points</b>
Opportunity Identification & Concept Generation		10%	100 Points
Concept Testing & Selection		10%	100 Points
Marketing Launch Plan		20%	200 Points
Final Marketing Presentations: 5% for Cross-functional presentation and 10% for MKT Only presentations		15%	150 Points
<b>Course Total</b>		<b>100%</b>	<b>1000 Points</b>

## **The Marshall School of Business Learning Goals:**

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

<b>Goal</b>	<b>Description</b>	<b>Course Emphasis</b>
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 = 45%**

### **Lab Class Assignments = 16%, 2% each**

The Marketing Team defines the 5P's and is responsible for integrating the consumer, competition, customer, and brand perspectives throughout the semester for the larger inter-disciplinary new product development team. In order to lead the team, the Marketing Team will complete 8 Lab Assignments, worth 2% each, which are:

- Competitive Analysis: PA Maps plus competitive analysis due to teams
- Concept Approval Forms (3 for Rough Concepts)
- Share Value Proposition Testing Results with team
- Concept Testing Results
- Product Protocol
- PKG Design Brief
- Positioning & Name Research
- Launch Plan Research Results

### **Case Exercises = 7%**

- There are 7 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 or Exceeds Expectations
Up to 60%	Lower Effort or partially Incomplete; Graded based on effort
0%	Not completed or less than 60% effort

### **In-class Participation = 12%**

- 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).

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 points, up to 2 absences
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 from Peer Teams = 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 PRDS, PKG and EE 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 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 = 55%**

#### **Key Integrated New Product Development (iNPD) Milestones**

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

- Opportunity Identification, Concept Generation = 10%
- Concept Testing & Selection = 10%
- Marketing Launch Plan =20%
- Marketing Plan Presentations = 15%

#### **Opportunity Identification & Concept Generation = 10% each**

- For Opportunity Identification, each team will need to define and understand the category, consumer, Value Proposition, and industry trends.
- Concept Generation requires the definition and development of 3 unique concepts with verbal and visual prototypes.

#### **Concept Testing & Selection = 10%**

- Concept Testing will require primary research be conducted with the consumer target on the 3 concepts, along with summarizing the research results.
- Based on the consumer research and the cross discipline team input using a Scoring Model, the team will define and develop one concept.

#### **Marketing Launch Plan = 20%**

- A comprehensive marketing launch plan will be developed that includes the final product development, name and positioning testing, brand extension analysis, purchase intent testing, and a 3 year sales forecast and plans for the 4P's.

#### **Marketing Plan Presentations = 15%**

- A Cross-Functional Team presentation occurs with your EE and PRDS 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.

## **ADDITIONAL INFORMATION**

### **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).

## **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 Part B, Section 11, “Behavior Violating University Standards” <https://policy.usc.edu/scampus-part-b/>. 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>.

### **Support Systems:**

*Counseling and Mental Health - (213) 740-9355 – 24/7 on call*

[studenthealth.usc.edu/counseling](http://studenthealth.usc.edu/counseling)

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

*National Suicide Prevention Lifeline - 1-800-273-8255* [suicidepreventionlifeline.org](http://suicidepreventionlifeline.org)

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

*Relationship and Sexual Violence Prevention and Services (RSVP) - (213) 740-9355(WELL), press “0” after hours – 24/7 on call*

[studenthealth.usc.edu/sexual-assault](http://studenthealth.usc.edu/sexual-assault)

Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

*Office of Equity and Diversity (OED)- (213) 740-5086 | Title IX – (213) 821-8298* [equity.usc.edu](http://equity.usc.edu), or [titleix.usc.edu](http://titleix.usc.edu)

Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following *protected characteristics*: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations. The university also prohibits sexual assault, non-consensual sexual contact, sexual misconduct, intimate partner violence, stalking, malicious dissuasion, retaliation, and violation of interim measures.

*Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298*

[usc-advocate.symplicity.com/care\\_report](http://usc-advocate.symplicity.com/care_report)

Avenue to report incidents of bias, hate crimes, and microaggressions to the Office of Equity and Diversity |Title IX for appropriate investigation, supportive measures, and response.

*USC Support and Advocacy - (213) 821-4710* [uscsa.usc.edu](http://uscsa.usc.edu)

Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

*Diversity at USC - (213) 740-2101 [diversity.usc.edu](http://diversity.usc.edu)*

Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

*USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call [dps.usc.edu](http://dps.usc.edu), or [emergency.usc.edu](http://emergency.usc.edu)*

Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

*USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call [dps.usc.edu](http://dps.usc.edu)*

Non-emergency assistance or information.

*Office of Disability Services and Programs - (213) 740-0776 [dps.usc.edu](http://dps.usc.edu), [ability@usc.edu](mailto:ability@usc.edu).*

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs ([dsp.usc.edu](http://dsp.usc.edu)) provides certification for students with disabilities and helps arrange the relevant accommodations. 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 GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday.

### **Course Advisory**

Students need to be flexible and open to the learning process. Additional readings and/or assignments may be added or deadlines changes at the discretion of the professor or based on the needs of the client or clients' objectives. 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 for class objectives and assignments by date.