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**MOR-530 (3 units)
Product Management I - Strategic Leadership in
Product Management**

Spring 2025

Professor Gordon Ho

E-mail: gordonho@marshall.usc.edu

Office Hours: Available by Appointment

Professor Nan Jia

E-mail: nan.jia@marshall.usc.edu

Office Hours: Available by Appointment

Teaching Assistant: Chakorn (Cheng) Thotrakul

Email: cthotrak@marshall.usc.edu

Tuesday, 6:30pm-9:20pm

Class meets 3 hours / week (for full semester)

Classroom: JKP 102

This version: April 8, 2025

Please note, this is the first of two Product Management courses, each worth 3 units: **MOR 530: Product Management I – Strategic Leadership in Product Management** and **MOR 531: Product Management II – Applied Product Management**. It is recommended to take **MOR 530** before **MOR 531**, as MOR 530 provides essential foundational knowledge in product management. MOR 531 builds on this knowledge, focusing on the practical application of developing a real product.

COURSE DESCRIPTION

Developing innovation and optimizing existing ones serve as a crucial lifeline for firms, enabling them to sustain and enhance their profits. The responsibility for achieving successful innovative product outcomes falls on the product manager role. This course focuses on the role of product managers within organizations, which includes aligning teams, liaising with a variety of stakeholders, applying product-market fit strategies, leading diverse stakeholders, and driving the highest return on investment (ROI) outcomes. This course highlights the leadership role of product managers in managing teams and stakeholders, and the critical managerial challenges they face during the stages of product conception, commercialization, and everything in between.

By utilizing readings, case studies, and particularly guest speakers and their real-world product examples, we will showcase best practices in product leadership, with a specific focus on technology-oriented firms. Our course will demonstrate how product managers must adopt a high-level strategic perspective, encompassing various domains such as technology, design, finance, and marketing, similar to that of a CEO. However, unlike a CEO, they lack formal authority to command key stakeholders within these domains. Instead, they must effectively manage a diverse team of engineers, designers, financiers, marketers, and executives to bring the product to fruition. Successfully navigating this process requires developing a strategic viewpoint and acquiring skills to address managerial and organizational challenges.

This course distinguishes itself from others that emphasize new product development, software coding, or project management. Instead, it delves into the discipline of product management, offering a range of

frameworks designed to align teams and deliver maximum value. Key methodologies such as the product-market fit management pyramid, jobs-to-be-done, lean canvas, and the ICE scoring model are introduced to provide structure and processes essential for a successful product manager.

This course distinguishes itself through the following key features:

(a) Strategic and Managerial Focus:

Our primary emphasis lies in exploring strategic and managerial issues related to the challenges of product management. We delve into the nuances of overseeing diverse domains and effectively managing stakeholders throughout the entire product development process.

(b) Technological Innovation Emphasis:

In today's dynamic landscape of modern digital industries, technological advancements play a pivotal role in product management strategies. While the knowledge shared in this course applies to both tech and non-tech products, we place particular emphasis on technology development, preparing you for the ever-evolving digital era.

(c) Integration of Generative AI:

The rise of generative AI, exemplified by tools like ChatGPT, has revolutionized the field of product management. Recognizing its significance, we incorporate hands-on experience with this cutting-edge tool throughout the course. You will develop practical skills and gain insights into leveraging generative AI as a valuable assistant in your product management endeavors.

(d) Speakers from industries

We will invite multiple product managers and associated stakeholders to deliver presentations, sharing best practices and real-world case studies. During the sessions when we invite speakers, we conduct case studies of the organizations that these speakers lead or represent. This allows us to delve deep into specific topics and examine the practical implementation of strategies and decision-making within the organization. The speaker's insider view provides a unique perspective and complements the outsider analysis typically conducted in academic settings. Students gain a firsthand understanding of the challenges, successes, and lessons learned directly from industry experts.

When we have an in-person guest speaker, we will invite a limited number of students to join the instructors and the guest speaker for a working dinner before class starts. This is not part of the course grade but offers excellent networking opportunities for students. More details about sign-ups and selection will be released later.

By the end of this course, you will possess the strategic vision, managerial acumen, and technical proficiency needed to navigate the complex landscape of new product development and successfully drive commercialization efforts.

In summary, this course delves into the evolving role of product managers, emphasizing their growing influence across diverse sectors such as technology and beyond. Ideal for students with a background in or pursuing coursework in strategy, marketing, engineering, and design, this course equips individuals with the necessary skills to align teams and foster the development of innovative and profitable products. By blending theoretical frameworks, real-world case studies, interactive exercises, and practical applications, students will acquire both theoretical knowledge and hands-on experience vital for excelling in product management—a highly sought-after career path post-graduation.

COURSE OBJECTIVES

The goal of this course is to equip students with a comprehensive understanding of product management strategy and its application in the digital era, while providing them with hands-on experience. By the end of the course, students will be able to:

1. Demonstrate proficiency in leading and collaborating with cross-functional teams, such as engineering, design, marketing, and sales, by utilizing effective communication tools and facilitating streamlined workflows.
2. Utilize strategic frameworks and analytical tools to assess market dynamics, identify key stakeholder needs, and formulate well-informed product strategies aligned with business objectives and market opportunities.
3. Apply learned management techniques to facilitate team alignment around product priorities
4. Utilize strategic analysis, data, dashboards and prototyping to facilitate rapid decision making and product optimization.
5. Participate in simulations involving stakeholder management, team alignment, prioritization setting, agile development and implementation frameworks to gain practical experience in various aspects of product management.
6. Ensure entire product team utilize a common, customer-centric mindset and insights driven approach to achieve successful product results.
7. Practice methodologies for fostering innovation within product management, including rapid prototyping and agile and lean development approaches to generate successful product solutions within quick turnaround cycles. Apply AI tools to improve the efficiency, productivity, and innovation of the product teams' output.

By the end of this course, students will have gained theoretical knowledge and practical experience, enabling them to make informed decisions, drive innovation, and create value as effective product managers in today's dynamic and technology-driven business environment.

REQUIRED COURSE MATERIALS

Harvard Business Publishing Course pack: <https://hbsp.harvard.edu/import/1254209> (\$9.90)

IMPORTANT: E-Book Reading: Several e-book links are listed in the Syllabus (& Brightspace) that will require access to the O'Reilly Media system. These e-book links will show a landing page where you will see an area labelled [View Online, Full text availability O'Reilly Online Learning]. Follow instructions to click "Institution Not Listed" and enter your USC email address.

Alternatively, you can pre-register for access to the O'Reilly system as follows:

Visit: <https://www.oreilly.com/library-access/#>.

- 1) Click institution not listed on this page, and input your USC email (if it doesn't work, try your USC Marshall email).
- 2) You can then create an account which can be used to access the e-books.

Highly Recommended books:

- Cagan, Marty. Inspired: How to Create Tech Products Customers Love, Second Edition. Wiley, 2017.
- Torres, Teresa. Continuous Discovery Habits, Product Talk LLC, 2021.
- Seiden, Joshua. Outcomes Over Output, 2019.
- Olsen, Dan. The Lean Product Playbook: How to Innovate with Minimum Viable Products and Rapid Customer Feedback. Wiley, 2015.
- Perri, Melissa. Escaping the Build Trap. O'Reilly Media, 2018.

- McDowell, Gayle Laakmann and Jackie Bavaro. Cracking the PM Interview: How to Land a Product Manager Job in Technology (Cracking the Interview & Career). CareerCup, 2013.
- McDowell, Gayle Laakmann and Jackie Bavaro. Cracking the PM Career: The Skills, Frameworks, and Practices to Become a Great Product Manager (Cracking the Interview & Career). CareerCup, 2017.
- Lin, Lewis. Decode and Conquer. 2022
- LeMay, Matt. Product Management in Practice: A Practical, Tactical Guide for Your First Day and Every Day After, 2nd edition, 2022 (e-book available through USC Libraries)

Brightspace: Other course materials may be posted to Brightspace, including additional required and supplemental reading. Students are responsible for having sufficient technology to access Brightspace. If you have any questions or need assistance with Brightspace, please contact the Marshall Help Desk at 213-740-3000 or HelpDesk@marshall.usc.edu.

GRADING

The components of the final course grade will be weighted as follows (subject to change pending addition / deletion of assignments which will be clearly conveyed to the class):

Individual in-class participation	10%
Guest Speaker Discussion (Question Submittals or Case Studies) <i>(due during the week when we have guest speakers; more details are on Brightspace)</i>	25%
Individual Assignments	20%
<i>Assignment #1: Disney Case Simulation (Disney case presented where you will interpret data, recommend potential solutions, and practice situational analysis and stakeholder management (due Week 6)</i>	<i>10%</i>
<i>Assignment 2: Develop Lean Canvas) and Product Requirements Document (PRD) (due Week 8)</i>	<i>10%</i>
Group Project(*)	35%
<i>Group Project Deliverable 1: Submit Group Lean Canvas Model & Product Requirements Document (PRD), Prioritization Write-up of Negotiation, User Stories & Project Backlog submission [4-5 pages] (due Week 11).</i>	<i>10%</i>
<i>Group Project Deliverable 2: Final project presentation of Lean Canvas, User Stories, and Key Learnings (Friction Points, Solutions) (due Week 15 or 16 depending on group presentation arrangements)</i>	<i>10%</i>
<i>Group Project Deliverable 3: Final project report (due Week 16)</i>	<i>10%</i>
<i>Group Project Deliverable 4: Reflection of the use of ChatGPT/AI in Project (due Week 16)</i>	<i>5%</i>
Final Assessment (Individual Work) – Final Case Analysis: US Department of Education: Launching the College Scorecard (Dealing w/bureaucracy, prioritization, sprints) (due date May 6, 2025)	10%

(*) Note: your Group Project score will be informed by a peer survey where your own group members evaluate the participation and engagement of fellow members. The instructor, at their discretion, may choose to incorporate this peer feedback into an individual's final grade.

CLASS PARTICIPATION (10% of total grade)

In-class participation grade consists of the following components:

- Participation in in-class discussions, as discussed below.
 - We provide an alternative method for individuals who did not verbally participate in class to share their thoughts on the Discussion Board on Brightspace in certain sessions, to earn participation points. Please consult the weekly folder on Brightspace for further information.
- Responding to Background survey surveys before Week 1

Guidelines for participating in in-class discussion

A course that incorporates the frequent use of case analyses to illustrate the practical application of concepts and practices requires the student to thoroughly prepare cases and actively offer the results of the analyses and conclusions as well as recommendations during each class session. Our expectation and that of your classmates is that you are prepared for all classes and will actively participate in and meaningfully contribute to class discussions.

In-class participation is also a critical part of this course's learning experience. Cold calling may take place to encourage active participation and to gain multiple perspectives and points of view, thus lending itself to the richness of the learning experience. In-class participation grading will be based on students' demonstrated willingness to participate and the quality of the comments expressed, rather than quantity. While some students are far more comfortable than others with class participation, all students should make an effort to contribute meaningfully.

The evaluating of in-class participation is based on relevance, quality of analysis, value to the discussion, and clarity.

During class sessions, we will frequently assume the role of a facilitator to encourage a discussion that includes perspectives from a variety of viewpoints and, also, to help pull together prevailing analyses and recommendations. The direction and quality of a discussion is the collective responsibility of the class. In some classes, we will have guest speakers to provide their firsthand perspectives on crisis they have faced and managed.

GUEST SPEAKER DISCUSSION (Via Brightspace) (25% of total grade)

Guest Speaker Discussion assignments posted on Brightspace will be used to engage students. They provide opportunities for students to prepare for the guest speakers' topic and stimulate more engaging discussion in class. There are two types of assignments:

1. **Guest Speaker Question Submittal:** Some assignments will require students to submit 1-2 simple questions.

Submitting questions for guest speakers are **due at 9am on the Monday before class starts in Week 3, Week 7, Week 11 and Week 13.**

You are allowed to omit one assignment in this category (Guest Speaker Question Submittal).

2. **Guest Speaker Case Studies:** Others will require both pre-reading and some analysis.

Guest speaker case study questions are **due at 9am on the Monday before class starts in Week 2, Week 4, Week 5, week 9, and Week 12.**

Submitted answers to both Guest Speaker Case Studies will be graded with the following rubric.

Quality & Persuasiveness of Analysis / Response (30%); Comprehensiveness of Response (25%); Incorporation of Class concepts (20%); Support & References (15%); Writing Clarity / Logic: (10)%

You are allowed to omit one assignment in this category (Guest Speaker Case Study).

Late Submissions: By default, for all assignments, the point total for late submissions will be reduced by 20% for each day late. However, special circumstances (i.e. medical emergency) can be considered with prior approval by the professor.

INDIVIDUAL ASSIGNMENTS (20% of total grade)

Background and Process

In this course, individual and group projects are interrelated, fostering collaborative learning and personal development. The project process is outlined below:

- Group Formation: By Week 3, students will be assigned to groups.
- Individual Projects: Before the spring break (Week 10), each student will learn key product management principles through a live product management simulation scenario (assignment #1), and the development of a Lean Canvas and Product 1-sheet (Product Requirements Document) as a solution to an assigned company/product opportunity (assignment #2). Further details on these assignments are provided below.
- Negotiate and choose the best “lean canvas”: After the spring break (Week 10 and beyond), each group will assess the lean canvases and product 1-sheet developed by its members and select one that provides the best projected ROI. The chosen solution will serve as a focal point for the group that will be used in the agile development simulation and the creation of user stories and project plan.
- Group project: Utilizing the diverse skills and perspectives of the group, the group will collectively work on the chosen project. More details on the group project requirements will be provided below.
 - ChatGPT / AI has become an important tool for product managers. Students and groups are strongly encouraged use it, particularly for ideation purpose. The third component of the group project is a reflection memo of the experience of using ChatGPT in completing the group project.

Explanations of Individual Assignments

- **Assignment #1: Disney Case Simulation:** Students will participate in a product management simulation where they will attempt to interpret data, recommend potential solutions, and practice situational analysis and stakeholder management. The pre-work assignment will be submitted individually while the in-class simulation will take place in groups with our Disney guest presenter. Individuals will be asked to write-up and submit their post simulation takeaways. (Due on Week 6)
- **Assignment #2: Develop Lean Canvas & PRD:** Class will be given several well-known tech products and asked to choose one to analyze. Students will be asked to create a Lean Canvas and a Product 1-sheet (topline Product Requirements Document, PRD) for product in question (likely focusing on a specific feature opportunity). Students will be given an opportunity to do focus

groups (in-class) and also tasked with uncovering customer insights from product reviews, social media, and other sources (i.e. Reddit). (Due on Week 8)

Individual Case Study assignments will be graded with the following rubric.

Quality & Persuasiveness of Analysis / Response (30%); Comprehensiveness of Response (25%); Incorporation of Class concepts (20%); Support & References (15%); Writing Clarity / Logic: (10)%

Late Submissions: By default, for all assignments, the point total for late submissions will be reduced by 20% for each day late. However, special circumstances (i.e. medical emergency) can be considered with prior approval by the professor.

GROUP PROJECT (35% of total grade)

Explanations of Group Project and Group Assignments

Group Project Deliverable 1: Submit Group Lean Canvas Model & Product Requirements Document (PRD), Prioritization Write-up of Negotiation, User Stories & Project Backlog submission (10% of total grade) (due Week 11). [4-5 pages]

- Group members will utilize a prioritization schema such as the “Impact, Confidence, Effort” (ICE) framework to evaluate and agree on the prioritization score of each member’s solution, as represented by their Business model canvas from Individual Project #3. The ICE prioritization scale can be found here. <https://itamargilad.com/the-tool-that-will-help-you-choose-better-product-ideas/>
- Groups will submit a written overview reflecting their negotiation experience within the group,. They will discuss the dynamics of the negotiation process, including challenges, compromises, and lessons learned from competing with other projects. This reflection enables students to gain insights into their negotiation skills, teamwork, and adaptability
- Product Backlog: Team will create a prioritized list of their software user stories corresponding to their prioritized business model canvas.. Team will also create a project backlog including the team’s other software user stories in priority order based on their ICE management application. Note that it is not expected for the groups to have these tasks prepared in a format for “software coding”, but instead, to have it written in a understandable format for all stakeholders to comprehend.
- Software User Stories: Groups will work together to break down their project into “user story” development tasks Teams will apply agile management practices to the creation of these software user stories and user requirements. These user stories can generally be accomplished in a standard 1-2 week sprint timeline that is used in agile.
- Utilize ChatGPT and/or other AI tool as a valuable resource for ideation in addressing each point above, leveraging its capabilities to generate ideas to better navigate the product management process. Upon completing the deliverable, critically evaluate the strengths and weaknesses of this tool and explore opportunities for its optimal utilization. Reflect on the experiences and learnings derived from using ChatGPT or other AI tools. The group will document their thoughts in the reflection memo of the group project as noted below.

Group Project Deliverable 2: In-Class Presentation Simulated Presentation to Senior Management (10% of total grade) (due Week 15 or 16, depending on final presentation arrangements): Each group will prepare a 15-minute presentation, followed by a question-and-answer session. The presentation should be tailored to simulate a pitch to senior management, effectively communicating the group’s Lean Canvas / Product 1-sheet and agile development product plan. The

presentation should be concise, compelling, and persuasive, capturing the attention and interest of the senior management audience.

Group Project Deliverable 3: Group Project Report (10% of total grade) (due Week 16): The group project report will be a comprehensive document that supports and supplements the presentation, including:

- A one-page “P&G memo” (to be introduced in class) summarizing the key highlights and recommendations of the project
- Heavily annotated slides, providing detailed explanations, justifications, and insights into the content presented. The annotations should clarify any assumptions, methodologies, or data sources used in the analysis.
- (Optional) the report may include an appendix section for any additional work conducted, such as market research findings, prototypes, or user feedback. This section is optional and can be included based on the group's discretion.
- Note, your report may include an appendix section for any additional work conducted, such as market research findings, prototypes, or user feedback. This section is optional and can be included based on the group's discretion.

Notes: The final group project presentation (Group Project Deliverable 3) and report (Group Project Deliverable 4) should fulfill the following requirements:

- Refined Lean Canvas & Product 1-sheet (topline Product Requirements Document): The presentation should demonstrate how the product manager effectively aligns the team and key stakeholders around the project's vision. Start by outlining the target market segments and specific unmet needs that the project aims to address. Clearly communicate the value proposition, showcasing how the product or service stands out with its unique selling points and competitive advantages. Emphasize the essential features of the product or service and user experience (UX) considerations, illustrating how these aspects are being developed through team's collaborative input to ensure success in the market.
- Supporting Business Models and Financials (optional): The presentation should outline the initial business models considered for the project if applicable. This includes explaining the revenue generation strategies, potential pricing structures, and monetization plans. It is crucial to highlight the alignment between the business model and the identified target segments, emphasizing how it supports the value proposition and sustains the project's growth. The presentation should touch upon the high-level financial aspects of the project, providing an overview of the expected financial performance. This may include projections for revenue, costs, and profitability, giving an indication of the project's financial feasibility and potential return on investment.

Group Project Deliverable 4: Group Reflection: The Use of ChatGPT / AI in Project (5% of total grade) (due Week 16) [1-2 pages]

- Background: In completing these tasks, utilize ChatGPT and/or other AI tool as a valuable resource for ideation in addressing each point above. Upon completing the deliverable, critically evaluate the strengths and weaknesses of this tool and explore opportunities for its optimal utilization. Reflect on the experiences and learnings derived from using ChatGPT/AI. The group will document their thoughts in the reflection memo of the group project.

- Please discuss the following in this reflective memo.
 - Reflect on the usage of GPT / AI for initial ideation at each stage of the group project and evaluate the responses provided by GPT / AI. What parts are you satisfied with? What are the weaker parts with which you disagree or find room for improvement?
 - Explain the steps you took to verify and further develop the weaker part identified in GPT's/AI's response. Describe any additional research, analysis, or discussions conducted to enhance and strengthen that particular aspect. Did the class discussions enrich GPT's/AI's initial suggestions for your project? Did GPT/AI provide any new ideas or directions that have not been extensively covered in class?

Notes: instructor reserves right to modify assignments and associated point totals in an effort to enhance the class effectiveness – note, ample notification will be given of any changes. Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target.

Late Submissions: By default, for all assignments, the point total for late submissions will be reduced by 20% for each day late. However, special circumstances (i.e. medical emergency) can be considered with prior approval by the professor.

Peer Feedback: Each member of every group will be given a survey to assess their engagement and contribution to the final paper and presentation. The feedback gathered from the survey will play a crucial role in determining each student's final project score.

INDIVIDUAL FINAL ASSESSMENT (10% of total grade)

For the final assignment, students will apply their product management learnings to a case study provided at the beginning of the course. The case study will feature several case questions designed to assess the students understanding and application of product management leadership, stakeholder management, product-market fit, and other important product leadership skills.

Case: US Department of Education: Launching the College Scorecard. This case covers the revamping of the College Scorecard website which assists high school students with their college decisions. Involving a cross-governmental team, this case illustrates several product management concepts including: 1. Identifying and resolving organizational and bureaucracy frictions through appropriate stakeholder management; 2. Understand how discovery sprints and stakeholder engagement are used in digital product development; 3. Understand application of PM concepts including agile development, metrics, product roadmaps, feature prioritization, and design tradeoffs.

ADDITIONAL COURSE GUIDELINES

Brightspace

BRIGHTSPACE is the primary method of communicating with you. In addition to course materials, I will post any syllabus updates and information about class sessions, including preparation requirements. E-mails sent to the class originate from the Brightspace system. You should check BRIGHTSPACE daily for any new information posted relevant to upcoming sessions.

Please be sure your e-mail address and account settings in Brightspace are correct and that your

BRIGHTSPACE account settings forward your messages to your preferred internet provider (IP) account such as your USC e-mail address, AOL, G-Mail, Hotmail, etc.

If you have any questions or need assistance with the Brightspace Course Pages, please contact the Marshall HelpDesk at 213-740-3000 or HelpDesk@marshall.usc.edu

Technology policy

Please do not use personal communication devices, such as cell phones, during class. Cell phones should be turned “off” or placed on “vibrate”. Personal videotaping faculty lectures is not permitted due to copyright infringement. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

AI Policy: The appropriate use of AI (e.g., ChatGPT) is encouraged in this class. Learning to use AI is an emerging skill and I welcome the opportunity to meet with you to provide guidance with these tools during office hours or after class. Keep in mind the following:

AI tools are permitted to help you brainstorm topics or revise work you have already written.

If you provide minimum-effort prompts, you will get low-quality results. You will need to refine your prompts to get good outcomes. This will take work.

Proceed with caution when using AI tools and do not assume the information provided is accurate or trustworthy. If it gives you a number or fact, assume it is incorrect unless you either know the correct answer or can verify its accuracy with another source. You will be responsible for any errors or omissions provided by the tool. It works best for topics you understand.

AI is a tool, but one that you need to acknowledge using.

Please include a paragraph at the end of any assignment that uses AI explaining how (and why) you used AI and indicate/specify the prompts you used to obtain the results and what prompts you used to get the results. Failure to do so is a violation of academic integrity policies.

Be thoughtful about when AI is useful. Consider its appropriateness for each assignment or circumstance. The use of AI tools requires attribution. You are expected to clearly attribute any material generated by the tool used.

No Recording and Copyright Notice

It is a violation of USC’s Academic Integrity Policies to share course materials with others without permission. No student may record any lecture, class discussion or meeting without 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 summaries, PowerPoints, prior exams, answer keys, and all supplementary course materials available to the students enrolled in my class whether posted on BRIGHTSPACE 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 for students who have made prior arrangements with DSP and me.

Retention of Graded Coursework

Final projects and any other graded work which affected 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.

OPEN EXPRESSION AND RESPECT FOR ALL

An important goal of the educational experience at USC Marshall is to be exposed to and discuss diverse,

thought-provoking, and sometimes controversial ideas that challenge one's beliefs. In this course we will support the values articulated in the USC Marshall "[Open Expression Statement](#)."

Academic Integrity

The University of Southern California is foremost a learning community committed to fostering successful scholars and researchers dedicated to the pursuit of knowledge and the transmission of ideas. Academic misconduct is in contrast to the university's mission to educate students through a broad array of first-rank academic, professional, and extracurricular programs and includes any act of dishonesty in the submission of academic work (either in draft or final form).

This course will follow the expectations for academic integrity as stated in the [USC Student Handbook](#). All students are expected to submit assignments that are original work and prepared specifically for the course/section in this academic term. You may not submit work written by others or "recycle" work prepared for other courses without obtaining written permission from the instructor(s). Students suspected of engaging in academic misconduct will be reported to the Office of Academic Integrity.

Other violations of academic misconduct include, but are not limited to, cheating, plagiarism, fabrication (e.g., falsifying data), knowingly assisting others in acts of academic dishonesty, and any act that gains or is intended to gain an unfair academic advantage.

Academic dishonesty has a far-reaching impact and is considered a serious offense against the university. Violations will result in a grade penalty, such as a failing grade on the assignment or in the course, and disciplinary action from the university itself, such as suspension or even expulsion.

For more information about academic integrity see the [student handbook](#) or the [Office of Academic Integrity's website](#), and university policies on [Research and Scholarship Misconduct](#).

Please ask your instructor if you are unsure what constitutes unauthorized assistance on an exam or assignment or what information requires citation and/or attribution.

Statement on University Academic and Support Systems

Students and Disability Accommodations:

USC welcomes students with disabilities into all of the University's educational programs. [The Office of Student Accessibility Services](#) (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at osas.usc.edu. You may contact OSAS at (213) 740-0776 or via email at osasfrontdesk@usc.edu.

Student Financial Aid and Satisfactory Academic Progress:

To be eligible for certain kinds of financial aid, students are required to maintain Satisfactory Academic Progress (SAP) toward their degree objectives. Visit the [Financial Aid Office webpage](#) for [undergraduate](#)- and [graduate-level](#) SAP eligibility requirements and the appeals process.

Support Systems:

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

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

988 Suicide and Crisis Lifeline - 988 for both calls and text messages – 24/7 on call

The 988 Suicide and Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week, across the United States. The Lifeline consists of a national network of over 200 local crisis centers, combining custom local care and resources with national standards and best practices. The new, shorter phone number makes it easier for people to remember and access mental health crisis services (though the previous 1 (800) 273-8255 number will continue to function indefinitely) and represents a continued commitment to those in crisis.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-9355(WELL) – 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender- and power-based harm (including sexual assault, intimate partner violence, and stalking).

Office for Equity, Equal Opportunity, and Title IX (EEO-TIX) - (213) 740-5086

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.

Reporting Incidents of Bias or Harassment - (213) 740-2500

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

The Office of Student Accessibility Services (OSAS) - (213) 740-0776

OSAS ensures equal access for students with disabilities through providing academic accommodations and auxiliary aids in accordance with federal laws and university policy.

USC Campus Support and Intervention - (213) 740-0411

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

Diversity, Equity and Inclusion - (213) 740-2101

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

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) 442-1200 – 24/7 on call

Non-emergency assistance or information.

Office of the Ombuds - (213) 821-9556 (UPC) / (323-442-0382 (HSC)

A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.

Occupational Therapy Faculty Practice - (323) 442-2850 or otfp@med.usc.edu

Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.

OUTLINE OF CLASS SESSIONS

(For readings and content, see “Details of Class Sessions” on Page 19)

Class Session	Date	Topics	Advanced Required Readings	Deliverables and Due Dates
Module I: Product Management Overview & Stakeholder Management				
1	1/14/25	Overview of Product Management and Roles of Product Managers, and AI in Product Management	Brightspace Materials	Submit background survey (sent via email & on Brightspace) by end of the week
2	1/21/25	Managing Teams to Achieve Strategic Product-Market Fit: Shared Goal of Stakeholders	<i>Brightspace Materials</i> Guest speaker – Andrew Skotzko	Guest Speaker Case Submission due 9am Monday 1/20
3	1/28/25	Stakeholder Management, Collaboration and Negotiation: Engineers & UX – core product management team	Brightspace Materials Guest Speaker – Mellisa Mueller	Guest speaker Questions due 9am Monday 1/27
4	2/4/25	Product Management in the Context of Platform Strategy and Ecosystem	Brightspace Materials Guest Speaker – Jamie Rosenberg	Guest Speaker Case Submission due 9am Monday 2/3 (use HBSP course pack)
Module II: Product Management: Processes and Strategy				
5	2/11/25	Achieving Team Alignment Using Management Frameworks including Competitive Analysis, Jobs-to-be-done and Lean Canvas	Brightspace Materials Guest Speaker – Justin Widjaja	Guest Speaker Case Submission due 9am Monday 2/10
6	2/18/25	Product Management Simulation – Develop & Prioritize Recommendations Interpreting Data, Develop Solutions, And Achieving Team Alignment	Experiential Learning Center (ELC) Brightspace Materials Guest speaker – Alif Khalfan	Meet at ELC Individual Assignment #1: Disney Case individual write-up due before class

Class Session	Date	Topics	Advanced Required Readings	Deliverables and Due Dates
7	2/25/25	Managing Effective Technology Development Using Team-based User Story Software Mapping Processes	Brightspace Materials Guest speaker – Rich Criado (on zoom)	Guest speaker Questions due 9am Monday 2/24
Module III: Product Management: Aligning Teams in Design and Development				
8	3/4/25	Agile Development and Scrum Simulation	Brightspace Materials ELC exercise Guest speaker – Nick Nero	Meet at ELC for Scrum Simulation Individual Assignment #2: Develop Lean Canvas & PRD individual write-up due before class
9	3/11/25	Developing a Go-to-Market Strategy Framework for the Product Team	Brightspace Materials Guest Speaker – Jake Hirsch	Guest Speaker Question Submittal due 9am Monday 3/10
Spring break: Week 10 March 16-23, 2025				
Module IV: Product Leadership				
11	3/25/25	AI in Product Management	Brightspace Materials Guest Speaker – Anthony Accardo	Guest Speaker Case Submittal due 6:30pm Tuesday 3/25 Group Project Assignment #1 due before class
12	4/1/25	Improving Accessibility in Products with AI + Removing Biases in Product Design	Brightspace Materials – Guest Speaker Ada Lopez	Guest Speaker Case Submission due 9am Monday 3/31
13	4/8/25	AI product management and new stakeholder	Guest speaker – Ann Hunt	Guest speaker Questions due 9am Monday 4/7

Class Session	Date	Topics	Advanced Required Readings	Deliverables and Due Dates
14	4/15/25	Team Metrics for Optimal Alignment and Success Measurement & Pivots	Brightspace Materials	
15	4/22/25	Reflect, Recapitulate, and Prepare: Wrapping Up the Product Management Course and Final Project Readiness Team Presentations Part I		Team Presentations in Class; Group Assignment #2 (presentation) due for presenting teams
16	4/29/25	Team Presentations: Part II		Team Presentations in Class; Group Assignment #2 (presentation) due for presenting teams Group Assignment #3 (Group Project Report), #4 (Group Reflection on AI use), Group Peer Evaluation due in class
No class				Final Report Writeup, Due on May 6, 2025 (use HBSP course pack)

Appendix I. MARSHALL GRADUATE PROGRAMS LEARNING GOALS
How MOR-599 Contributes to Marshall Graduate Program Learning Goals

Marshall Graduate Program Learning Goals	MOR-599 Objectives that support this goal	Assessment Method*
Learning Goal #1: Develop Personal Strengths. Our graduates will develop a global and entrepreneurial mindset, lead with integrity, purpose and ethical perspective, and draw value from diversity and inclusion.		
1.1 Possess personal integrity and a commitment to an organization's purpose and core values.	2, 4, 5	Class discussion
1.2 Expand awareness with a global and entrepreneurial mindset, drawing value from diversity and inclusion.		Class discussion, case analyses
1.3 Exhibit awareness of ethical dimensions and professional standards in decision making.	1, 2, 6	Discussions, reading, case analyses
Learning Goal #2: Gain Knowledge and Skills. Our graduates will develop a deep understanding of the key functions of business enterprises and will be able to identify and take advantage of opportunities in a complex, uncertain and dynamic business environment using critical and analytical thinking skills.		
2.1 Gain knowledge of the key functions of business enterprises.	1, 3, 4	Discussions, Project
2.2 Acquire advanced skills to understand and analyze significant business opportunities, which can be complex, uncertain and dynamic.	1, 3, 4	Readings, Discussions
2.3 Use critical and analytical thinking to identify viable options that can create short-term and long-term value for organizations and their stakeholders.	1, 4	Readings, project
Learning Goal #3: Motivate and Build High Performing Teams. Our graduates will achieve results by fostering collaboration, communication and adaptability on individual, team, and organization levels.		
3.1 Motivate and work with colleagues, partners, and other stakeholders to achieve organizational purposes.	2, 6	Discussions
3.2 Help build and sustain high-performing teams by infusing teams with a variety of perspectives, talents, and skills and aligning individual success with team success and with overall organizational success.		
3.3 Foster collaboration, communication and adaptability in helping organizations excel in a changing business landscape.	2, 5, 6	Project, discussions

Details of Class Sessions

(Note: Material/speakers subject to change)

Module I: Product Management Overview & Stakeholder Management

Week 1 (January 14): Overview of Product Management and Roles of Product Managers

Guest Speaker: None

Assignments:

- **Optional:** Read assigned reading materials
- Background survey due in the first week (link available on Brightspace)
- Prepare 30 second self introduction, including professional background, goal of attending this class, fun facts

Questions: This class session will explore the following questions:

- What are the objectives of this course?
- What is an overview of the product management function?
- What are the key responsibilities of a product manager?
- Why is product management important in organizations?

Learning Outcomes: By the end of this class session, students should be able to:

- Understand the objectives of the course and the professors' expectations of the students. Describe an overview of the product management function.
- List the key responsibilities of a product manager.
- Explain the importance of product management in organizations.
Differentiate different roles in the domain of product managers: project managers, program managers, product managers, and technical product managers

Optional Readings:

ProductPlan, What is Product Management Retrieved from <https://www.productplan.com/learn/what-is-product-management/#what-is-product-management> [Please skim this comprehensive overview]

Horowitz, B. (2012, June 15). Are You a Good or Bad Product Manager? Retrieved from <https://a16z.com/good-product-manager-bad-product-manager/>

Cagan, M. (2020, November 3). Product Manager Job Description Retrieved from <https://www.svpq.com/product-manager-job-description/>

Cagan, M (2022, September 12). *Pledge to Customers, An Empowered Product Team's Pledge to Customers* Retrieved from: <https://www.svpq.com/pledge-to-customers/> [Talks about Promises to Customer, Product Discovery, and Product Delivery]

Productfolio website (summarized from Lewis Lin's book, Decode and Conquer) What is the Circles Method?

Retrieved from <https://productfolio.com/circles-method/> Cagan, M. (2017, December 4). The Four Big Risks. Retrieved from <https://www.svpq.com/four-big-risks/>

Gnanasambandam, C; Harrysson, M; Schneider, J and Singh, R. (2023, January 20). *What separates top product managers from the rest of the pack* McKinsey Retrieved from <https://www.mckinsey.com/industries/technology-media-and-telecommunications/our-insights/what-separates-top-product-managers-from-the-rest-of-the-pack>

Gil, E. (2018). High Growth Handbook, Scaling startups from 10 to 10,000 people. Chapter 7: Product Management overview, p. 248-253 (See Brightspace)

ProductPlan, A Day in the Life of a Product Manager. Retrieved from: <https://www.productplan.com/learn/day-in-the-life-product-manager/>

Week 2 (January 21): Product-Market Fit: Shared Goal of Stakeholders

Guest Speaker: Andrew Skotzko (Founder, Make Things That Matter; Product advisor)

LinkedIn: <https://www.linkedin.com/in/andrewskotzko/>

Assignments:

- Read assigned reading materials (below)
- Guest speaker case study due at 9am on Monday Jan 20 (submission on Brightspace)
- Please check out the speaker's podcast: <https://podcast.makethingsthatmatter.com/>

Questions: This class session will explore the following questions:

- What is product-market fit and why is it important for the product team and a successful product?
- What are some management strategies to rapidly achieve product-market fit?
- What are customer interview techniques to better understand the market and opportunities?
- What are some product discovery and customer research strategies to achieve product-market fit?
- How to lead diverse teams to achieve the best product-market fit scenarios?
- How to manage teams for rapid prototyping and delivering a Minimum Viable Product (MVP)?
- How to achieve team consensus on the market opportunities and best value propositions?
- What are some ways to measure product-market fit?
- How to manage an organization through a product pivot to achieve better product-market fit?

Learning Outcomes: By the end of this class session, students should be able to:

- Explain the importance of product-market fit for a successful product
- Apply different management and research strategies to rapidly achieve product-market fit
- Lead and motivate diverse teams to optimally achieve product-market fit.
- Manage disagreements and achieve consensus on potential market opportunities and best value propositions.
- Evaluate different methods for measuring product-market fit.
- Manage an organization through a product pivot
- Understand the role of rapid prototyping and the Minimum Viable Product (MVP)

Required Readings & Videos:

Andreesen, M. (2007, June 25). *The only thing that matters*. Retrieved from <https://pmarchive.com/guide-to-startups-part4.html> [Classic post from Marc Andreesen about importance of product-market fit and relative importance of team, product and market, where market is most imp't per Marc as #1 killer is lack of mkt]
 The TOP 3 Tips from The Mom Test by Rob Fitzpatrick <https://youtu.be/OWW1LV3inX4?si=F6sQ-dxdKtVP9KP6> (5'10")
 Lenny's Podcast, *Build better products with continuous product discovery*. Interview with Teresa Torres, Video 48:17
 Retrieved from <https://www.youtube.com/watch?v=9RFaz9ZBXpk> [Watch 36:20 – 41:10 for Teresa Torres tips on interviewing]

Recommended Readings

Rob Fitzpatrick. 2013 *The Mom Test: How to talk to customers & learn if your business is a good idea when everyone is lying to you*. CreateSpace Independent Publishing Platform; 1st edition (September 10, 2013)
 Olsen, D. (2017, July 13). *The playbook for achieving product-market fit* 43:36 [Video file] and summary text. Retrieved from <https://www.mindtheproduct.com/the-playbook-for-achieving-product-market-fit/>
 Hayrapetyan, H (2022, August 25). *Measuring the product-market fit*, mind the product website Retrieved from <https://www.mindtheproduct.com/measuring-the-product-market-fit/>
 Hansen, Michelle (2021, July 23). *Deploy Empathy: A Practical guide to interviewing customers*. Dotsquare LLC. Part 6 Excerpt, *How to talk so people will talk* [On Brightspace].
 GOTO interview (2022, November 22). Interview with Michelle Hansen on Deploy Empathy. Video – Watch 5:30 – 10:50
 Retrieved from https://www.youtube.com/watch?v=RRp_NwBmcXw

Zhang, J. *Don't Serve Burnt Pizza (And Other Lessons in Building Minimum Lovable Products)* First Round Capital Retrieved from <https://review.firstround.com/dont-serve-burnt-pizza-and-other-lessons-in-building-minimum-lovable-products>

Jackson T and Narayan, R. *Zum's Path to Product-Market Fit - How the Student Transportation Company Found Product-Market Fit Twice*; First Round, Retrieved from <https://review.firstround.com/zums-path-to-product-market-fit>

Jackson T and Wu, L. *Shippo's Path to Product-Market Fit*; First Round, Retrieved from https://review.firstround.com/shippo-path-to-product-market-fit?utm_source=Firstround.com+Library&utm_campaign=ebf017753c-shippo_pmf&utm_medium=email&utm_term=0_d9bb43e05b-ebf017753c-80350961

Saladi, S. (2023, June 22). *5 strategies to conduct effective customer interviews for better product insights* mind the product website; Retrieved from <https://www.mindtheproduct.com/5-strategies-to-conduct-effective-customer-interviews-for-better->

[product-insights/](#) Product Hunt. How Product Hunt Works. Retrieved from: <https://www.producthunt.com/launch/how-product-hunt-works#who-is-product-hunt-for?> [Product Hunt is a resource to introduce and get feedback on a new product. Students should check out Product Hunt as a potential discovery tool and learn about new useful tools, particularly in AI]

Week 3 (January 28): Stakeholder Management, Collaboration and Negotiation: Engineers & UX

Guest Speakers:

- **Melissa Mueller (Founder & UX/UX Design Director, Designery LA)**
Linkedin: <https://www.linkedin.com/in/memueller/>

Assignments:

- Read assigned reading materials (below)
- Guest speaker question submittal due at 9am on Monday Jan 27 before class (submission on Brightspace)

Questions: This class session will explore the following questions:

- What is stakeholder management, and why is it important in product management?
- How can we identify and prioritize stakeholders for a given product?
- How can we communicate and collaborate effectively with engineers and UX designers to agree on key customer needs and jobs to be done?
- How product managers can best enhance the engineering agile software development process through an MVP that achieves product-market fit.

Learning Outcomes: By the end of this class session, students should be able to:

- Understand the importance of stakeholder management in product management
- Learn how to identify and prioritize stakeholders for a given product
- Understand different stakeholder perspectives and how to manage them effectively to achieve strong value propositions and product solutions, with a focus on R&D and engineers
- Develop a topline understanding of Agile software development methodologies, specifically the engineering sprint cycle, and its application within product management. More focus on agile development is covered in Week 8. .

Readings and Videos:

Beram, S. (2022, July 21). Stakeholder Management: An Introduction and Beginner's Guide for Product Managers Medium Retrieved from <https://medium.com/codex/the-ultimate-guide-to-dealing-with-stakeholders-for-product-managers-35732ad2a83>

Cagan, M. (2023, June 21). *Pledge To Stakeholders*. SVPG.com Retrieved from <https://www.svpg.com/pledge-to-stakeholders/>

Zhuo, Julie (2013, August 15). *How to Work with Designers* Retrieved from <https://medium.com/the-year-of-the-looking-glass/how-to-work-with-designers-6c975dede146> Cagan, M (2007, October 31). *Product Management vs. Engineering* Retrieved from <https://www.svpg.com/product-management-vs-engineering/>

Bavaro, J (2017, Oct 19). How we develop great PM / Engineering relationships at Asana Retrieved from <https://jackiebo.medium.com/how-we-develop-great-pm-engineering-relationships-at-asana-e83b3aa9eb04>

Chaitan. (2020, March 11) Medium. Summary of Joshua Seiden's "Outcomes over Output". Retrieved from <https://feelinspired.medium.com/outcomes-over-output-by-joshua-seiden-9282dd2a5fb4>

Optional:
Jackson, T Top Hacks from a PM Behind Two of tech's Hottest Products First Round, Retrieved from <https://review.firstround.com/Top-Hacks-from-a-PM-Behind-Two-of-Techs-Hottest-Products>

Week 4 (February 4): Product Management in the Context of Platform Strategy and Ecosystem

Guest Speaker: Jamie Rosenberg (Executive Advisor at Google and former VP, Strategy, Platforms & Ecosystems and VP, Android & Communications Products at Google)

LinkedIn: <https://www.linkedin.com/in/jamie-rosenberg-6071689/>

Bio: See Brightspace

Assignments:

- Read assigned reading materials (below)
- Guest speaker case study due at 9am on Monday Feb 3 (submission on Brightspace; based on reading included in the HBSP course pack)

Questions: This class session will explore the following questions:

- Why are platforms and their business ecosystems so significant in today's business landscape?
- What are the core components of a platform, and why are they essential for its success?
- How do platforms and ecosystems differ from traditional supply chains, and why is this distinction important?
- What lessons can we learn from the evolution of mobile platforms like Android and iOS in terms of strategy, governance, and business model design?

Learning Outcomes: By the end of this class session, students should be able to:

- Understand why platform-based businesses are central to modern value creation and strategy.
- Define platforms and ecosystems and differentiate them from traditional value chains.
- Identify and explain the core components of successful platforms, including shared technology and governance models.
- Explore the strategic motivations behind platform creation and participation.
- Analyze real-world platform cases to understand how design choices impact success and challenges.

Readings and Videos:

Vogelstein, 2008 The Untold Story: How the iPhone Blew up the Wireless Industry.

an excerpt from Fred Vogelstein's book, "Dogfight: How Apple and Google Went to War and Started a Revolution."

Available on Wired: www.wired.com/images/article/magazine/1602/ff_iphone3_630.jpg Jan 9 2008

Alternative: <https://www.theatlantic.com/technology/archive/2013/12/the-day-google-had-to-start-over-on-android/282479/>

Google's Android: Will It Shake Up the Wireless Industry in 2009 and Beyond?

Available in HBSP Course pack

Module II: Product Management: Processes and Strategy

Week 5 (February 11): Achieving Team Alignment Around Customer Needs and Product Differentiation -Using Competitive Analysis, Jobs to be done, and Lean Canvas.

Guest Speaker: Justin Widjaja (Disney, Data product)

LinkedIn: <https://www.linkedin.com/in/justinmwidjaja/>

Assignments:

- Read assigned reading materials (below)
- Guest speaker question due at 9am on Monday Feb 10 (submission on Brightspace)

Questions: This class session will explore the following questions:

- How can the identification of customer needs be effectively integrated into the framework of product management?

- How to achieve team alignment around customer needs and your product proposition utilizing a value proposition canvas and other tools
- How to conduct appropriate competitive analysis and incorporate learnings into the team's product strategy?.
- How to manage and prioritize the creation of competitive differentiation within the product team?
- What is the "Jobs to be Done" framework and how it can be applied to the product management process?

Learning Outcomes: By the end of this class session, students should be able to:

- Lead a product team to identify customer needs and their integration within the framework of product management
- Manage the creation of a lean canvas to achieve alignment within the entire product team
- Lead and manage competitive analysis and differentiation in developing a successful product strategy.
- Evaluate different methods for conducting competitive analysis and identifying opportunities for differentiation.
- Managing and prioritizing team goals to achieve competitive differentiation
- Apply the concept of the Minimum Viable Product (MVP) by leading teams to create and iterate on different prototypes
- Utilize the "Jobs to Be Done" JTBD framework to enhance organization alignment around Develop a framework for considering pricing and business models in the context of customer needs analysis

Readings and Videos:

Required:

Biography of our Guest Speaker: Justin Widjaja, Sr. Data Product Manager, Walt Disney Company. <https://www.linkedin.com/in/justinmwidjaja/>

Davenport, Thomas; Bean, Randy; Jain, Shail (2022, October 13). "Why Your Company Needs Data-Product Managers". Harvard Business Review. Retrieved from <https://hbr.org/2022/10/why-your-company-needs-data-product-managers>

Gonzalez De Villaumbrosia, Carlos. (2024, June 27). "All You Need to Know To Become a Data Product Manager" Retrieved from <https://productschool.com/blog/career-development/data-product-manager>

Product Plan, What Is a Data Product Manager? Retrieved from <https://www.productplan.com/glossary/data-product-manager/>

Gilad, Itamar (2018, April 18) Idea Prioritization with ICE and The Confidence Meter Retrieved from <https://itamargilad.com/the-tool-that-will-help-you-choose-better-product-ideas/>

Cohn, Mike. Mountain Goat Software. "User Stories". Retrieved From: <https://www.mountaingoatsoftware.com/agile/user-stories>

Optional

Rachitsky, L. (2019, April 10). A Three Step Framework for Solving Problems. Retrieved from <https://uxdesign.cc/how-to-solve-problems-6bf14222e424>

Rachitsky, L. 1 pager Product Requirements Document (PRD) Template. <https://docs.google.com/document/d/1541V32OgSwyCFWxtiMlThn-6n-2s7fVWztEWVa970uo/edit>

Mishra, C. A Product Designer's Guide to Competitive Analysis Toptal Retrieved from <https://www.toptal.com/product-managers/freelance/product-designer-guide-to-competitive-analysis>

Lipton, D. Gain a Competitive Edge with an App Review Analysis. Toptal. Retrieved from <https://www.toptal.com/product-managers/analytics-manager/gain-a-competitive-edge-with-an-app-review-analysis>

Maurya, Ash. (2019, January 19th). Lean Canvas framework. What is the right fill order for a lean canvas. Retrieved from <https://blog.leanstack.com/what-is-the-right-fill-order-for-a-lean-canvas/>

Mohanty, S. Build Products That Solve Real Problems with This Lightweight JTBD Framework First Round Capital Retrieved from <https://review.firstround.com/build-products-that-solve-real-problems-with-this-lightweight-jtbd-framework>

Lenny's Podcast. (2023, August 24). The Ultimate Guide to JTBD. Interview with Bob Moesta, co-creator of Jobs to be Done Framework. Read Transcript on Brightspace or Watch Video, 1:10 Retrieved from <https://www.youtube.com/watch?v=xQV7HVYAJic>

Christensen, C; Hall T; Dillon, K; Duncan, D. (2016, September) Know Your Customers' "Jobs to Be Done" Retrieved from <https://hbr.org/2016/09/know-your-customers-jobs-to-be-done>

Jackson, T and Curcuro, Felicia. Binti's Path to Product-Market Fit – Lessons in Immersive Research First Round Capital; Retrieved from <https://review.firstround.com/bintis-path-to-product-market-fit-%E2%80%94-lessons-in-immersive-user-research>

Class Week 6 (February 19): Product Management Simulation – Interpreting Customer Data, Develop Solutions, And Achieving Team Alignment

Location: Experiential Learning Center (ELC)

Guest Speaker and Simulation Host: Alif Khalfan (VP, Product Strategy, Disney Interactive & Games)

LinkedIn: <https://www.linkedin.com/in/alifkhalafan/>

Assignments:

- Read assigned reading materials (below)
- Individual assignment #2 due before class (submission on Brightspace)

Learning Outcomes: Develop proficiency in interpreting customer usage data, developing product solutions, and managing diverse stakeholder perspectives and getting aligned around product priorities.

Overview: Students will participate in a product management simulation where they will attempt to interpret customer data, recommend potential solutions, and practice situational analysis and stakeholder management. The pre-work assignment will be submitted individually while the in-class simulation will take place in groups with our Disney guest presenter. Individuals will be asked to write-up and submit their post simulation takeaways.

Setup: All students will be provided a pre-work assignment that should be completed individually and submitted prior to the in-class simulation. In class, teams will be divided into groups representing product management, engineering, design, and marketing. Each member will be given a shared set of information as well as individual starting interests & POV on product priorities.

Simulation: During the simulation, additional information and events will be provided. Additionally, participants will be given decision opportunities with resultant outcomes impacting the simulation.

Deliverable: Each student will be given pre-reading that will be used to create a Lean Canvas that will be submitted individually before the simulation exercise. During the simulation exercise, teams will be expected to share their collective insights from the reading and the real-time information provided by the speaker. Team will be tasked with delivering a set of Product Priorities / Roadmap and a Summary of the Discussion including agreements and friction points

Readings:

Gilad, I. Idea Prioritization with ICE and The Confidence Meter. Retrieved from: <https://itamargilad.com/the-tool-that-will-help-you-choose-better-product-ideas/>

Additional Pre-Read materials for the Disney simulation will be provided week prior to this class.

Week 7 (February 25): Managing Effective Technology Development Using Team-based User Story Software Mapping Processes

Guest speaker: Rich Criado, (former VP Product, Fanatics Game Studios & iCasino) [on zoom]

LinkedIn: <https://www.linkedin.com/in/richcriado/>

Assignments:

- Read assigned reading materials (below)
- Please submit a question for the guest speaker

Questions: This class session will explore the following questions:

- How product managers can utilize journey maps to help uncover user pain points and opportunities for product improvement?
- How product managers can utilize journey maps to identify competitive points of difference
- How to Manage and Apply a User Story Mapping Process within organizations?
- What is “confirmation bias” and how to manage product teams to minimize various bias ?
- How to facilitate team innovation through joint understanding of customer journeys and behaviors?
- How to incorporate product differentiation into the product management process?

Learning Outcomes:

- Understand how to utilize journey maps to improve product strategy
- Analyze and define use cases and jobs to be done to ensure team product alignment
- The benefits of a User Story Mapping process to a product management team
- Recognize and manage confirmation bias and other bias that can occur in product teams

- Apply effective management techniques to facilitate productive concept development, prototyping, and validation within product teams

Readings:

Shaer, M. (2023, November 30) Fast Company. Inside Fanatic's Wild Ride to become the Amazon of Sports Retrieved from: <http://archive.today/W5Uj> [Pre-reading for Fanatics Guest Speaker]

Welman, J (2023, May 10). One-on-one with Fanatics Betting and Gaming CEO Matt King, SBCAmericas. Retrieved from: <https://sbcamericas.com/2023/05/10/fanatics-betting-matt-king-interview/>

Gibbons, Sarah (2018, December 9) *Journey Mapping 101* Nielsen Norman Group Retrieved from <https://www.nngroup.com/articles/journey-mapping-101/>

Cagan, M. (2007, October 1). *Prototype Testing* Silicon Valley Product Group. Retrieved from <https://www.svpg.com/prototype-testing/>

Babich, N. (2017, November 29) Prototyping 101: The difference between low-fidelity and high-fidelity prototypes and when to use each. Retrieved from: <https://blog.adobe.com/en/publish/2017/11/29/prototyping-difference-low-fidelity-high-fidelity-prototypes-use>

Patton, Jeff (2014) *User Story Mapping*, O'Reilly Media. Chapter 5, You Already Know How.

https://uosc.primo.exlibrisgroup.com/discovery/fulldisplay?context=L&vid=01USC_INST:01USC&search_scope=MyInstitution&ab=LibraryCatalog&docid=alma991044167888003731 [steps on creating a Story Map]

Note on how to access this information: (1) click on the link above, log in with your USC ID for the USC libraries; (2) click on 'O'Reilly Online Learning' which is the search result provided on the USC Libraries page, and you'll be taken to the O'Reilly page (3) Click on "Institutions not listed?"; (4) type your USC email; (5) you'll be taken to the German version of this book. Search for the book title in the search box on that webpage, and you'll find the English version.

Optional:

Alvarez, C. *Build Your User Base with These Human Behavior Hacks* First Round Capital. Retrieved from <https://review.firstround.com/build-your-user-base-with-these-human-behavior-hacks>

Mangold, B Loves Data (2023, May 22) *Check out the new funnel reports in Google Analytics 4* Video 6:13 Loves Data.

Retrieved from <https://www.youtube.com/watch?v=i7zZZKLZNV0> Note, this video illustrates one way on how Google Analytics can be used to understand user behavior on your website. There are MANY applications of Google Analytics that you may want to explore on your own.

Module IV: Product Design and Development

Week 8 (March 4): Agile Development and Scrum Simulation

Location: Experiential Learning Center (ELC)

Guest Speaker: Nick Nero (Technology Executive, xDisney, Product Management, Cybersecurity)

LinkedIn: <https://www.linkedin.com/in/nicknero/>

Important note: This exercise will serve as an opportunity for groups to work on their Agile development report as an interim report. The exercise should aim to achieve the following learning outcomes:

Assignments:

- Read assigned reading materials (below)
- Individual Assignment #2: Develop Lean Canvas & PRD individual write-up due before class (submission on Brightspace)

Learning Outcomes: By the end of this class session, students should be able to:

- Students will gain a deep understanding of Agile principles, such as iterative and incremental development, customer collaboration, and responding to change. They will also learn how to apply Agile methodologies, such as Scrum or Kanban, in practical settings.
- Students will develop skills in managing Agile projects, including creating and maintaining project plans, managing sprints or iterations, conducting daily stand-up meetings, and tracking progress using Agile metrics.
- Students will enhance their communication and collaboration skills within Agile teams. This includes facilitating effective meetings, conducting retrospectives, resolving conflicts, and promoting a culture of transparency and trust.

- Students will strengthen their problem-solving abilities and adaptability by working on real-world scenarios and adjusting their approach based on changing requirements or feedback from stakeholders. They will also learn techniques for ensuring product quality and customer satisfaction throughout the Agile development process.

Process:

- Groups will work on the product of their choice.
 - Group members will engage in role play. Members will be assigned to act in the capacity of engineers, product managers, design teams, and marketing/sales representatives, who collaborate and simulate their respective roles to promote cross-functional communication and decision-making.
 - Groups will develop an Agile project plan, including the identification of user stories, creation of a product backlog, and prioritization of tasks. Emphasize the importance of breaking down work into manageable iterations or sprints.
 - Groups then proceed with executing their Agile project plan, working through iterations or sprints. They should utilize Agile artifacts, such as user stories, task boards, and burn-down charts, to track progress and manage their work.
 - Groups will conduct Agile ceremonies within their group, including daily stand-up meetings, sprint planning sessions, sprint reviews, and retrospectives. These ceremonies should be documented and shared as part of the exercise.
 - Communication and Collaboration: Promote effective communication and collaboration within teams, encouraging regular interaction, knowledge sharing, and decision-making. Monitor and provide guidance to ensure teams are practicing Agile principles effectively.
- Problem-Solving and Adaptability: Encourage teams to tackle challenges and solve problems that arise during the Agile development process. Emphasize the importance of adapting to changing requirements and feedback, making adjustments to their plans and approaches as necessary.

Readings:

UserVoice, A Step-by-Step Guide to Creating User Stories (+Examples and Tips) Retrieved from <https://www.uservoice.com/blog/a-step-by-step-guide-to-creating-user-stories>.

Matthews-El, T; Watts, R. (2022, December 6th). Kanban Vs. Scrum: Which is Right For You? Forbes Advisor.

Retrieved from <https://www.forbes.com/advisor/business/software/kanban-vs-scrum/>
 Stedman, Steve (2014, July 26) *Introduction to Scrum* Video 7:00 Uzility Retrieved from <https://www.youtube.com/watch?v=9TycLR0TqFA>

Shojaee, H. (2012, February 20) *Intro to Scrum in Under 10 Minutes* Video 8:52 Retrieved from <https://www.youtube.com/watch?v=XU0IIRItyFM>

Intro Kanban in Under 5 Minutes (2013, May 13). Video 4:08 Axosoft, Retrieved from <https://youtu.be/R8dYLBjITUE>

Rapid Prototyping Product Plan, Retrieved from <https://www.productplan.com/glossary/rapid-prototyping/>

Nero, N. (2023, October) *Clareto Agile Process Guide* On Brightspace (pre-read for next week)

Week 9 (March 11): Developing a Go-to-Market Strategy Framework for the Product Team

Guest Speaker: Jake Hirsch (Product Marketing, Google Gemini)

LinkedIn: <https://www.linkedin.com/in/jakehirsch1/>

Assignments:

- Read assigned reading materials (below)
- Guest speaker case study due at 9am on Monday March 10 (submission on Brightspace)

Questions: This class session will explore the following questions:

- What is a go-to-market strategy, and why is it important?
- How to manage and implement a go-to-market strategy framework?
- What are the key roles and responsibilities for a go-to-market strategy?
- What internal and external factors influence the go-to-market strategy decision?

Learning Outcomes: By the end of this class session, students should be able to:

- Understand the importance of a go-to-market strategy framework for product teams
- Learn how to develop a go-to-market strategy framework for a given business and organization

- Understand the different roles & responsibilities associated with different go-to-market strategies
- Apply strategic analysis of internal competencies and external market conditions to develop a go-to-market strategy

Readings and Videos:

Reading: Product marketing vs growth marketing: what's the difference? <https://www.hotjar.com/product-forge/product-marketing-vs-growth-marketing/>

Reading: The Leaking Bucket Problem, <https://uridefense.com/v3/> [https://medium.com/@sharma.chirantan/the-leaking-bucket-problem-1a0d5fa69850_!!Lr3w8kk_XxmIvfu_PFZ--NrAH6u-Sli5sbvIFrhAscpQ9vr_QRyu38nh_zceWTu6iEkNsDrB9TYZl5aTJ4kzYDrQ6EpOpcPqPm-SUW2o\\$](https://medium.com/@sharma.chirantan/the-leaking-bucket-problem-1a0d5fa69850_!!Lr3w8kk_XxmIvfu_PFZ--NrAH6u-Sli5sbvIFrhAscpQ9vr_QRyu38nh_zceWTu6iEkNsDrB9TYZl5aTJ4kzYDrQ6EpOpcPqPm-SUW2o$)

Video: Crossing the Chasm, <https://www.youtube.com/watch?v=Y-97AXOPzJo>

Video: Innovator's Dilemma, <https://www.youtube.com/watch?v=vUAtIQDllo8>

Optional

video: The "Adjacent Possible" – and How It Explains Human Innovation, <https://www.youtube.com/watch?v=nEtATZePGmg>

Lauchengco, M (2022). Wiley. Loved: How to Rethink Marketing for Tech Products,. Chapter 1 When David Beats Goliath:

Why Product Marketing Matters and Chapter 2: The Fundamentals of Product Marketing e-book link:

https://uosc.primo.exlibrisgroup.com/discovery/fulldisplay?context=L&vid=01USC_INST:01USC&search_scope=MyInst_and_CI&tab=Everything&docid=alma991043614498503731

Compass, L. *A Framework for Go-To-Market Strategy* First Round Capital. Retrieved from

<https://review.firstround.com/leslies-compass-a-framework-for-go-to-market-strategy>

Rosansky, E. *The most Common Go-to-Market Questions This Expert Gets from Early Founders*. First Round Capital. Retrieved from <https://review.firstround.com/the-most-common-go-to-market-questions-from-founders>

Supan, J. *What I Learned From Developing Branding for Airbnb, Dropbox, and Thumbtack*. First Round Capital Retrieved from <https://review.firstround.com/what-i-learned-from-developing-branding-for-airbnb-dropbox-and-thumbtack>

Week 10 (March 18): NO CLASS; SPRING RECESS

Week 11 (March 25): AI in Product Management

Guest Speakers: Anthony Accardo (Technology Executive, Disney)

LinkedIn: <https://www.linkedin.com/in/aaccardo/>

Assignments:

- Read assigned reading materials (below)
- Guest speaker case submittal due at 6:30pm on Tuesday March 25 before class (submission on Brightspace)

Questions: This class session will explore the following questions:

- What will be the most significant changes in the roles of product managers, designers, and engineers in the next 3-10 years as generative AI becomes more prevalent in product development?
- How can AI tools enhance the process of product discovery, and in what ways should product managers balance AI-driven insights with human judgment?
- What are some of the key challenges and risks that product managers will need to address when managing AI-powered products? How can these risks be mitigated?
- Considering the rise of AI tools and automation, do you agree that the product management role will become more essential but also more challenging? Why or why not?

Learning Outcomes: By the end of this class session, students should be able to:

- Understand how generative AI is expected to impact product teams and reshape product management roles within the next 3-10 years.
- Explore the responsibilities of product managers, designers, and engineers in the context of AI-driven products and how AI tools enhance or replace specific tasks in product discovery and delivery.
- Examine the potential disruptions and challenges generative AI presents to product teams, including ethical, usability, and viability risks, and how these issues can be managed effectively.

- Analyze the future of AI-powered product management, and the importance of AI literacy for product managers in driving innovation and success in AI products.

Readings:

Guest speaker's notes: Product Operating Model (see Brightspace course page)

Guest speaker's notes: IT MODEL see Brightspace course page)

Cagan, Marty. (2025, February 25). A vision for Product Teams. Retrieved from <https://www.svpg.com/a-vision-for-product-teams/#>

Cagan, Marty (2024, December 30) AI in Product Management 2 Years In Retrieved From <https://www.svpg.com/ai-product-management-2-years-in/>

Cagan, Marty & Nika, Marily (2024, April 16) AI Product Management Retrieved From: <https://www.svpg.com/ai-product-management/>

Bertha, Michael (2025, March 10). The 3 types of teams in the product operating model. CIO. Retrieved from: <https://www.cio.com/article/3842436/the-3-types-of-teams-in-the-product-operating-model.html>

Optional

Notes to Students:

Please be aware that some of the videos included in this course may contain commercials. It is advised to disregard the commercials and concentrate on the content itself.

Rachitsky, L (2023, December 1). The future of AI in software development. Interview with Inbal Shani, CPO of Github. Retrieved from: <https://www.lennysnewsletter.com/p/the-future-of-ai-in-software-development>

Vasserman, M. (2023, August 10). Canny. 7 product managers used ChatGPT. Here's what happened. Retrieved from: <https://canny.io/blog/7-product-managers-used-chatgpt-heres-what-happened/>

The readings below will be helpful for next week's session:

UserVoice, A Step-by-Step Guide to Creating User Stories (+Examples and Tips) Retrieved from <https://www.uservice.com/blog/a-step-by-step-guide-to-creating-user-stories>.

Matthews-El, T; Watts, R. (2022, December 6th). Kanban Vs. Scrum: Which is Right For You? Forbes Advisor. Retrieved from <https://www.forbes.com/advisor/business/software/kanban-vs-scrum/>

Stedman, Steve (2014, July 26) *Introduction to Scrum* Video 7:00 Uility Retrieved from <https://www.youtube.com/watch?v=9TycLR0TqFA>

Shojaee, H. (2012, February 20) *Intro to Scrum in Under 10 Minutes* Video 8:52 Retrieved from <https://www.youtube.com/watch?v=XU0IIRltyFM>

Intro Kanban in Under 5 Minutes (2013, May 13). Video 4:08 Axosoft, Retrieved from <https://youtu.be/R8dYLBjITUE>

Module V: Product Leadership

Week 12 (April 1): Improving Accessibility in Products with AI + Removing Biases in Product Design

Guest Speaker: Ada Lopez (Lenovo, Product)

LinkedIn: <https://www.linkedin.com/in/adalopez/>

Assignments:

- Read assigned reading materials (below)
- Guest speaker case study due at 9am on Monday March 31 (submission on Brightspace)

Questions: This class session will explore the following questions:

- What are management techniques to understand customer's willingness to pay?
- How can teams ensure pricing strategies that are aligned with the value delivered to customers?

- How to manage your product teams to incorporate pricing consideration early in the prototype phase?
- How to lead strategic evaluation of different revenue models, such as subscription-based or usage-based pricing?
- What are the management challenges and opportunities associated with dynamic pricing and personalized pricing approaches?
- How to organize teams capable of frequent and productive experiments around business models, pricing, marketing and other strategic decisions?

Learning Outcomes: By the end of this class session, students should be able to:

- Manage teams to achieve critical price and business model decisions
- Understand how teams can incorporate pricing strategies early in the product development phase.
- Lead team analysis of different revenue models
- Organize teams which can design and execute frequent experiments around business models, pricing, marketing and other decisions.

Readings and Videos

Lenovo. (2023, April 24). Meet Lenovo Leader Ada Lopez. Video: 2:36 Retrieved from <https://www.youtube.com/watch?v=ojZ459V23Uc>

Lenovo (2023, August 17). Lenovo Product Diversity Office – Smarter Technology for All. Video: 1:50 Retrieved from: <https://youtu.be/tHysukgFSD0?si=9H9U2I4AKmODXiW5>

Gewritz, David. (2024, February 7) How Lenovo works on dismantling AI bias while building laptops. ZDNET Retrieved from <https://www.zdnet.com/article/how-lenovo-works-on-dismantling-ai-bias-while-building-laptops/>

Madro, Rebecca. (2025, January 17). *"The ethics of AI in product management"*, The Alliance. Retrieved from <https://www.productledalliance.com/the-ethics-of-ai-in-product-management-2/>

Optional:

Tidhar, Ron and Kathleen M. Eisenhardt, "Get Rich or Die Trying...Finding Revenue Model Fit Using Machine Learning and Multiple Cases, Strategic Management Journal, 2020 USC e-library link: https://uosc.primo.exlibrisgroup.com/discovery/fulldisplay?docid=cdi_proquest_journals_2407982967&context=PC&vid=01USC_INST:01USC&lang=en&search_scope=MyInst_and_CI&adaptor=Primo%20Central&tab=Everything&query=any,contains,Get%20Rich%20or%20Die%20Trying%E2%80%A6Finding%20Revenue%20Model%20Fit%20Using%20Machine%20Learning%20and%20Multiple%20Cases,%20Strategic%20Management%20Journal.%202020

*Notes to Students:

Please prioritize your focus on the discussion of different revenue models and the findings presented. You may choose to disregard the specific methods used in the analysis.

It's Price Before Product. Period. First Round Retrieved from <https://review.firstround.com/its-price-before-product-period>

Our 6 Must Reads on Pricing a Product First Round Retrieved from <https://review.firstround.com/our-6-must-reads-on-pricing-a-product>

How to run a pricing study in market research Qualtrics. Retrieved from <https://www.qualtrics.com/experience-management/product/how-to-run-pricing-study/>

Week 13 (April 8): AI product management and new stakeholder

Guest Speaker: Anne Jude Hunt, Product Lead, Amazon Web Services

LinkedIn: <https://www.linkedin.com/in/annejhunt/>

Assignments:

- Read assigned reading materials (below)
- Guest speaker question submittal due at 9am on Monday April 14 (submission on Brightspace)

Questions: This class session will explore the following questions:

- How can product managers effectively communicate and align with founders and executives to ensure strategic alignment and support for product initiatives?
- What are the key considerations and strategies for managing stakeholder expectations within the finance domain, such as budgeting, cost analysis, and return on investment (ROI)?
- How can product managers collaborate with marketing teams to develop and execute successful product launch plans, market positioning, and customer acquisition strategies?
- What approaches can be used to foster effective collaboration and communication between product managers and designers, ensuring a seamless integration of user-centered design principles into the product development process?

Learning Outcomes: By the end of this class session, students should be able to:

- Demonstrate the ability to develop and implement stakeholder management strategies that align with organizational goals and foster support from founders and executives.
- Apply financial analysis techniques to evaluate and communicate the financial viability and value proposition of product initiatives to stakeholders, including finance teams.
- Develop a comprehensive understanding of marketing principles and techniques, and effectively collaborate with marketing teams to develop and execute product launch plans and marketing strategies.
- Foster effective cross-functional collaboration and communication with design teams, integrating user-centered design principles into the product development process and delivering superior user experiences.
- Understand the importance of stakeholder management in product management

Readings and Videos:

Lenny's Podcast, *Build better products with continuous product discovery*. Interview with Teresa Torres, Video 48:17 Retrieved from <https://www.youtube.com/watch?v=9RFaz9ZBXpk> [Watch remainder of this video which was assigned in Week 2]

Pichler, R. (2023, March 6). *Stakeholder Management Tips for Product People* Retrieved from <https://www.romanpichler.com/blog/stakeholder-management-tips-for-product-people/>

Kagan, Marty (2018) *Inspired* Chapter 56: Testing Business Viability [on Blackboard]

Voss, Chris (2021, December 6) Top 10 Most Powerful Negotiation Tips; Video 18:41. The Black Swan Group. Retrieved From <https://www.youtube.com/watch?v=V-IVYaRJ9Ow> [Note, you can ignore the promotional message in the video] The Black Swan Group, *The Negotiation 9*. Infographic. Nine core skills for executing tactical empathy. Retrieved from: <https://www.blackswanltd.com/the-edge/infographic-the-black-swan-groups-negotiation-9>

Davies, S. Retrieved from: <https://www.samuelthomasdavies.com/book-summaries/business/never-split-the-difference/>

Product HQ *Product Manager vs. Product Marketing Manager: What's the Difference?* Retrieved from <https://producthq.org/career/product-marketing-manager/product-manager-vs-product-marketing-manager/>

Our 6 Must Reads for Cutting Through Conflict and Tough Conversations First Round Capital, Retrieved from <https://review.firstround.com/our-6-must-reads-for-cutting-through-conflict-and-tough-conversations>

Week 14 (April 15): Team Metrics for Measuring Product Success & Managing Teams through Missed Expectations and Going Through a Pivot

Guest Speaker: None

Assignments:

- Read assigned reading materials (below)
- Guest speaker question submittal due at 9am on Monday April 7 before class (submission on Brightspace)
- Group project assignment #1 due before class (submission on Brightspace)
- Group project assignment #2 due before class (submission on Brightspace)

Questions: This class session will explore the following questions:

- What are some common team KPIs for measuring launch success?
- How product managers can set up effective dashboards to measure both product and team success??
- What are some effective processes that management can implement to gather key stakeholder feedback?
- How leading organizations are utilizing AI to improve data, metrics and user feedback gathering and actionability?

How to set up appropriate response plans to post-launch metrics ?

Learning Outcomes: By the end of this class session, students should be able to:

- Understand how to measure launch success and track key performance indicators (KPIs)
- How to set up effective dashboards to measure product and team success
- Understand and implement processes to gather key stakeholder feedback
- Utilize AI to improve the gathering of data, metrics and feedback to improve team success.

Set up appropriate post-launch action plans based on stakeholder feedback and KPIs

Readings and Videos:

Part 1

de Haaf, B. (2015, November 2). 15 KPI Metrics Every Software Product Manager Should Know Retrieved from <https://www.aha.io/blog/software-product-management-metrics>

Patel, N. (2018, September 14). Crazy Egg/ 3 A/B Testing Examples That You Should Steal. Retrieved From <https://www.crazyegg.com/blog/ab-testing-examples/>

Aggarwal, Tarush (2022, June 2). *The Three Dashboards Every Startup CEO Needs* Forbes. Retrieved from <https://www.forbes.com/sites/forbesbusinesscouncil/2022/06/02/the-three-dashboards-every-startup-ceo-needs/?sh=65f093933156>

Gotthilf, G. *The Tenets of A/B Testing from Duolingo's Master Growth Hacker* First Round capital Retrieved from <https://review.firstround.com/the-tenets-of-a-b-testing-from-duolingos-master-growth-hacker>

Jordan, J; Hariharan, A; Chen, F.; and Kasireddy, P. (2015, August 21) *16 Startup Metrics* Andreesen. Horowitz. Retrieved from <https://a16z.com/2015/08/21/16-metrics/> **Skim and read Metric #8 on CAC.**

Optional:

Richardson, A. *The Four Cringe-Worthy Mistakes Too Many Startups Make with Data* First Round Capital Retrieved from <https://review.firstround.com/the-four-criinge-worthy-mistakes-too-many-startups-make-with-data>

Part 2

Product Plan, My Product Failed. Now What? Retrieved from <https://www.productplan.com/learn/my-product-failed/>

Mohandras, P. (2023, June 6). 9 reasons why a product launch fails. Retrieved from <https://www.productmarketingalliance.com/9-reasons-why-a-product-launch-fails/>

Cagan, M. (2015, June 5). Product Fail. SVPG website. Retrieved from <https://www.svpg.com/product-fail/>

When It's Time to Pivot Your Product. Product Plan Retrieved From <https://www.productplan.com/learn/pivot-your-product/>

Prentice, David, 2022, 5 Types of Product Pivots and When to Make Them. Retrieved from: <https://productsthatcount.com/5-types-of-product-pivots-and-when-to-make-them/>

Pivot Survival Tactics from Kabam's 3 Near-Death Triumphs.. First Round Capital website. Retrieved from:

<https://review.firstround.com/pivot-survival-tactics-from-kabams-3-near-death-triumphs>

Cagan, Mary (2013, February 3) *Vision Pivots vs. Discovery Pivots* Retrieved from <https://www.svpg.com/vision-pivots-vs-discovery-pivots/>

Week 15 (April 22): Reflect, Recapitulate, and Prepare: Wrapping Up the Product Management Course and Final Project Readiness"

Guest Speaker: None

Assignments:

- Group assignment #3 - presentation due for presenting teams

Questions: This class session will explore the following questions:

- What were the most significant concepts, frameworks, and methodologies learned throughout the product management course?
- How can these key concepts be applied to real-world product management scenarios?
- What are the specific requirements and expectations for the final project deliverables?
- What challenges did groups encounter during the final project, and what strategies did they employ to overcome them?

Learning Outcomes: By the end of this class session, students should be able to:

- Demonstrate a comprehensive understanding of the key concepts, frameworks, and methodologies covered in the product management course.
- Apply the acquired knowledge and skills to analyze and solve real-world product management challenges.
- Effectively collaborate within groups to prepare and deliver a comprehensive final project that meets the required standards and addresses the stated objectives.
- Reflect on individual and group learning experiences, identify areas of personal growth, and articulate plans for further professional development in product management.

P&G 1 page memo format [Brightspace]

Amazon Memo Format [TBD]

Week 16 (April 30): Team Presentations

Guest Speaker: None

Assignments:

- Group assignment #3 – presentation due for presenting teams
- Group assignments #4, #5 due before class

Final Examination Week: Final Assessment Case Assignments Due on Day of Final Exam.

Note: individual assessment is due on May 6, 2025

(submission on Brightspace)