



Instructor Bill Peterson
GSB 5.176C
512-797-5690
Bill.Peterson@mcombs.utexas.edu
(please include section number in the subject of all emails)

Office hours: Tuesday 9-11am (via Zoom - <https://utexas.zoom.us/j/91368252499>)
or by appointment

Class MW 2:00 – 3:30pm
UTC 1.144

Required Materials:

- “The Lean Product Playbook” by Dan Olson (available from many book retailers)
- Coursepack (<https://hbsp.harvard.edu/import/854415>)

Course Overview and Objectives:

Growth is the core challenge of business. The pressure to grow never stops. And when it comes to topline organic growth, more than any other business function, it is marketing which must provide the leadership. That profound responsibility is what attracted many of us to the discipline in the first place.

As marketers, we know that topline organic growth is the result of one thing: providing more value to our customers than our competitors do. Of course, we have four primary tools to provide this value; we call them the four Ps of marketing. While we should strive to provide value through each of the four, arguably the most important P is PRODUCT. It is the product that the customer is left with after the exchange and ultimately satisfies their needs (or doesn't). It is the product on which customers primarily base their purchase decisions. Lee Iacocca accurately said, “When the product is right, you don't have to be a great marketer”.

This class is about just that: getting the product right.

This class covers all of the important activities leading up to the launch of “right” products:

- Identifying and selecting market opportunities
- Creating a product strategy
- Ideating and planning products
- Facilitating efforts to develop products
- Preparing the company to launch new products

The scope of the class is inclusive of a wide spectrum of industries, company stages, and product types. Unlike many product management curricula, the focus of this class is not limited to software startups.

Consistent with most definitions of “product management”, this class will not explicitly cover marketing activities which occur at or after the launch of a product (tasks commonly referred to as “Product Marketing”).

Course Prerequisite: Marketing 337 or 337H

Course Format and Policies:

Product Management classes will include lecture, class discussion, in-class exercises, guest speakers, a multi-part team project, cases, assignments, student presentations, and meetings with the instructor.

The team project is a critical component of the learning in this class (and a major part of the course grade). Students will be assigned into 4-6 person teams for the semester-long project. Each team will select an actual or hypothetical company to serve as the focus of their project, allowing students the opportunity to tailor the course toward their interests. Throughout the semester, teams will work through a complete product management process for that company. There will be four primary deliverables for the project, and at the end of the semester teams will present a summary of their work to the class.

Several cases will be discussed throughout the semester. Cases are your opportunity to analyze real world business problems and develop recommendations. Situations in cases are frequently complex, only partial information is available, and relevant data are often presented in a non-linear fashion, just as the business problems you will encounter in the real world. You will succeed in your case analyses by carefully analyzing all available information, applying marketing concepts, dealing effectively with ambiguity, and clearly developing your recommendations (and being prepared to share those recommendations with the class). Students are expected to be fully prepared for each case. Students are additionally required to individually submit written analyses for two of the cases. The selection of the two cases for write-up is at the discretion of the student, based on their interests and schedule.

Brief exercises will be assigned in advance of most class sessions. Students are expected to be fully prepared for each. Students are additionally required to individually submit brief written responses for five of the exercises. Written responses will be mandatory for at least one of the exercises; the selection of the remainder of the exercises for which a written response is required is at the discretion of the student, based on their interests and schedule.

Students are expected to actively participate in class discussions. Vibrant interaction in class not only provides a rich learning environment, but also helps to develop one of the most critical abilities any businessperson can have: verbal persuasion. Participation in class discussions is a major part of the "Individual Contribution" component of the semester grade.

This is a rigorous class and students are expected to fully apply themselves and be prepared for each class. Generally, it is expected that students will spend an average of 2-3 hours outside of class for each hour in class (i.e. an average of 6-9 hours outside of class each week). Typically, non-case classes will require less preparation time and case classes will require more.

Deliverables and Grading:

Component		Percent of Semester Grade			Evaluator		
		Team	Individual	Total	Instructor	Peers	Team
Team Project	Market Opportunity	5%		5%	✓		
	Targeting & Underserved Needs	15%		15%	✓		
	Product Strategy & Specifications	10%		10%	✓		
	Design/Build/Validate	15%		15%	✓		
	Class Presentation	5%		5%	✓	✓	
Written Case Analyses			20%	20%	✓		
Exercises			15%	15%	✓		
Individual Contribution			15%	15%	✓		✓
		50%	50%	100%			

A brief description of each grading component is as follows:

Team Project:

- Student teams will submit written reports summarizing key milestones of their team project. Each team will also present a brief presentation of their project to the class during the last part of the semester. The definition and weight of each deliverable is noted in the above matrix. Suggested format, contents, grading rubric and deadlines for the deliverables will be communicated during class.

Written Case Analyses:

- For two of the cases to be discussed during the semester, each student will individually prepare a written case analysis. The selection of the two cases for write-up is at the discretion of the student, based on their interests and schedule. Suggested format, contents, grading rubric and deadlines for the deliverable will be communicated during class. Note that each student is expected to be completely prepared for discussion of each of the cases irrespective of whether or the student completed a write-up on that case.

Exercises:

- Students are expected to complete a brief exercise prior to most class sessions. Usually, this exercise consists of reading one or more articles, analyzing a situation, completing a small market research effort, etc. All students are expected to individually complete each exercise. For five of the exercises throughout the semester, each student will individually prepare a brief written document summarizing the exercise. Written responses will be mandatory for at least one of the exercises; the selection of the remainder of the exercises for which a written response is required is at the discretion of the student, based on their interests and schedule. Suggested format, contents, and grading rubric for the deliverable will be communicated during class.

Grading, continued:**Individual Contribution:**

- As with business, this class places a heavy emphasis on individual contribution. All students are expected to take an active and productive role in class discussions and other aspects of the class.
- In most class meetings, several students will be the recipient of a “cold call”. Additionally, there will be multiple opportunities for students to volunteer their insight on the discussion topics.
- With few exceptions, individual contribution will be graded by the teaching assistant and instructor in every class.
- The grading rubric for the teaching assistant / instructor component of the individual contribution grade will be as follows:
 - Present and contributing especially insightful comments which enhance the learning of other students*: 9-10 points
 - Present and actively contributing to the discussion: 8 points
 - Present and not obviously unprepared: 7 points
 - Present but unprepared: 5 points
 - Not present: 0 points

* examples include: asking insightful questions about class material or assignments, redirecting a case discussion when the current point has been adequately covered, providing appropriate quantitative analysis, summarizing and/or reconciling previous comments, and drawing generic learning points from a particular case or class discussion.

Students who are late to class or otherwise negatively impacting the businesslike environment of the class will be subjected to penalties.

- You will frequently have the opportunity to suggest a self-appraisal of your individual contribution. This provides us an opportunity to identify and address any discrepancies in the perception of individual contribution. The format for this self-appraisal will be discussed in class.
- Like most aspects of business, there is a level of subjectivity in evaluating individual contribution. Additionally, not every student will have a chance to contribute in every class. Over the course of the semester, however, there will be ample opportunities for all students to contribute such that the individual contribution average at the end of the semester will be approximately 89-90 (in line with the target GPA for the class).
- To allow for the active extracurricular schedules of most upper-division Marketing students, the lowest two individual contribution grades for the semester will be dropped. Absences beyond two will not be excused for any reason. Note that students are responsible for all class material (including the material covered on days when class is missed). If you miss a class, you are responsible for obtaining the class materials from another student.
- In addition to the instructor/TA-assessed portion of individual contribution, your teammates will assess your individual contribution on your team project. Like the instructor/TA-assessed portion of individual contribution (and all graded elements of this class), these grades will be calibrated to a class average of approximately 89-90 (in line with the target GPA for the class).

Grading, continued:

Appealing a Grade: If you believe there is a grading error which is cause for review, you may make an appeal. All appeals must be submitted via email (not Canvas) to bill.peterson@mcombs.utexas.edu and must be received no later than 11:59pm on the 7th calendar day after the grade is posted on Canvas or otherwise communicated to you. Your appeal must include a detailed, fact-based explanation of why you think the grade is in error. Note that an appeal is not an opportunity to provide new information or explain a previous submission but instead to correct a legitimate grading error. Your grade may be increased or decreased as a result of the appeal. Appeals for team deliverables must be agreed to by all team members (and the outcome will apply to all team members). Due to tight grading timelines at the end of the semester, no appeals will be considered during the final two weeks of the semester.

Final Grades: Final grades will be assigned as follows:

Semester Average	Grade	Grade Points
93-100	A	4.00
90-92	A-	3.67
87-89	B+	3.33
83-86	B	3.00
80-82	B-	2.67
77-79	C+	2.33
73-76	C	2.00
70-72	C-	1.67
67-69	D+	1.33
63-66	D	1.00
60-62	D-	0.67
59 or less	F	0.00

Consistent with the guidelines for business electives suggested by the Undergraduate Program Office, the average grade for this course will be between 3.4 and 3.6 (or ~90%).

To avoid any misunderstanding regarding rounding methodology, grades will NOT be rounded up - an 89.99 (as close as it is to 90) will still be a B+.

Note that the grade calculations shown on Canvas are occasionally in error. The official grades for this class will be calculated as described in this syllabus and may be different than the grade calculations shown on Canvas.

Out of fairness to all students, I do not arbitrarily change grades or give additional extra credit opportunities. There will be no exceptions. The way to get the grade that you want is by earning it *during* the semester, and not by asking for an exception at the end of it.

Tentative Class Schedule:

Date	Day	Class	Class Type	Class Topics
8/25	W	1	Discussion	Course Overview
8/30	M	2	Discussion	Market Opportunity - Part 1
9/1	W	3	Discussion	Market Opportunity - Part 2
9/6	M	(Labor Day)		
9/8	W	4	(no class meeting)	Instructor Meeting
9/13	M	5	Case	RoboTech
9/15	W	6	Discussion	The Product Management Process
9/20	M	7	Discussion	Target Customer
9/22	W	8	Discussion	Underserved Needs - Part 1
9/27	M	9	Discussion	Underserved Needs - Part 2
9/29	W	10	Discussion	Underserved Needs - Part 3
10/4	M	11	(no class meeting)	Instructor Meeting
10/6	W	12	TBD	TBD
10/11	M	13	Discussion	Product Strategy - Part 1
10/13	W	14	Discussion	Product Strategy - Part 2
10/18	M	15	Discussion	Product Specification - Part 1
10/20	W	16	Discussion	Product Specification - Part 2
10/25	M	17	(no class meeting)	Instructor Meeting
10/27	W	18	Discussion	Business Models and Forecasting
11/1	M	19	Discussion	Design/Build/Validate - Part 1
11/3	W	20	Discussion	Design/Build/Validate - Part 2
11/8	M	21	Case	Balanced Snacking
11/10	W	22	(no class meeting)	Instructor Meeting
11/15	M	23	Case	Medisys
11/17	W	24	(no class meeting)	Instructor Meeting
11/22	M	25	Discussion	Launch/Scale
11/24	W	(Thanksgiving)		
11/29	M	26	Case	Redesigning the Wedding Dress Experience
12/1	W	27	Presentations	Project Summary Presentations to Class
12/6	M	28	Presentations	Presentations, con't; Course Wrap-Up

Adjustments will be made to this schedule as required (for example, to accommodate the schedules of guest speakers). Schedule updates and assignments will be communicated prior to each class, either in the preceding class or on Canvas.

Important Disclosures

(Additions to the standard UT/McCombs disclosures are noted in red font.)

Policy on Scholastic Dishonesty

The McCombs School of Business has no tolerance for acts of scholastic dishonesty. The responsibilities of both students and faculty with regard to scholastic dishonesty are described in detail in the BBA Program's Statement on Scholastic Dishonesty at <http://my.mcombs.utexas.edu/BBA/Code-of-Ethics>. By teaching this course, I have agreed to observe all faculty responsibilities described there. By enrolling in this class, you have agreed to observe all student responsibilities described there. If the application of the Statement on Scholastic Dishonesty to this class or its assignments is unclear in any way, it is your responsibility to ask me for clarification. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since dishonesty harms the individual, all students, the integrity of the University, and the value of our academic brand, policies on scholastic dishonesty will be strictly enforced. You should refer to the Student Conduct and Academic Integrity website at <http://deanofstudents.utexas.edu/conduct/> to access the official University policies and procedures on scholastic dishonesty as well as further elaboration on what constitutes scholastic dishonesty.

Note that, much like an actual product management project, resourcefulness is required and encouraged for MKT372. Given the uniqueness of each project in this class and unless otherwise indicated, you will need to access outside resources. This is acceptable provided that:

- All analysis, recommendations, and deliverables are prepared solely by the students.
- Any information from sources other than class discussion and assigned readings is clearly and completely attributed.

Any other use of outside resources is considered a violation of the academic integrity standards for this class and is subject to the maximum penalties.

All class discussion material, exams and quizzes used in this class are copyrighted. Additionally, some class material is covered by non-disclosure agreements with client companies. Reposting or distributing class material is heavily punishable independent of the University of Texas Honor Code.

Sharing of Course Materials is Prohibited

No materials used in this class, including, but not limited to, lecture hand-outs, videos, assessments (quizzes, exams, papers, projects, homework assignments), in-class materials, review sheets, and additional problem sets, may be shared online or with anyone outside of the class without explicit, written permission of the instructor. Unauthorized sharing of materials promotes cheating. It is a violation of the University's Student Honor Code and an act of academic dishonesty. The University is well aware of the sites used for sharing materials, and any materials found on such sites that are associated with a specific student, or any suspected unauthorized sharing of materials, will be reported to [Student Conduct and Academic Integrity](#) in the [Office of the Dean of Students](#). These reports can result in sanctions, including failure of the course.

Class Recording Privacy

Class recordings are reserved only for students in this class for educational purposes and are protected under FERPA. The recordings should not be shared outside the class in any form. Violation of this restriction by a student could lead to Student Misconduct proceedings.

Late Work

No late assignments are accepted. No submissions will be accepted after the due date/time for any assignment because assignments usually have some sequential follow-on activity such as discussion in class, peer reviews, or subsequent assignments. Due dates and times will be communicated in class and/or on Canvas.

McCombs Classroom Professionalism Policy

The highest professional standards are expected of members of the McCombs community. The collective class reputation and the value of the McCombs experience hinges on this. Please let me know right away if this ever is not the case.

Faculty are expected to be professional and prepared to deliver value for each and every class session. Students are expected to be professional in all respects. Classroom expectations of students include:

- Students will arrive on time.
- Students will be fully prepared for each class.
- Students will attend the class section to which they are registered.
- Students will respect the views and opinions of their colleagues. Disagreement and debate are encouraged. Intolerance for the views of others is unacceptable.
- Phones and wireless devices are turned off unless otherwise instructed by the professor.

All students in MKT372 are businesspeople, as is the instructor. Correspondingly, businesslike conduct is expected in class and we are all expected to conduct ourselves professionally. This includes arriving to class on time, silencing and putting away your electronic devices, refraining from personal conversations and texting during class, not making gratuitous comments in an effort to increase individual contribution grades, and being respectful of your classmates, guest speakers, the TAs, and your instructor. Students not conducting themselves in a businesslike manner will receive a decrement to their individual contribution grade, be subjected to additional penalties, and/or be asked to leave the classroom for the remainder of the class period.

Notification Regarding BBA Recruiting Conflicts

Conflicts occasionally arise between classes and the search for employment. We understand how important the job search process is to you, and McCombs provides many resources in support of career exploration and search. However, UT is first and foremost an educational institution and your BBA degree will be the credential that certifies your education. As such, education will take precedent whenever such a conflict arises.

All companies that recruit at McCombs are informed of this fact. Should a conflict arise, we recommend the following steps:

- Check the syllabus to see if an exception is provided that would allow you to satisfy class obligations while still attending the job event (e.g., paper instead of quiz, allowed quiz drops, etc.).

- Note that a job-related conflict, whether a current job or a potential one, is usually not an acceptable reason for missing an exam or taking a make-up, and may not be acceptable in other circumstances either. If any doubt exists, check with your professor.
- If no exception is provided, inform the company that an academic conflict exists and request an accommodation.
- If no accommodation is provided by the company, and you have done everything within your power to resolve the situation, contact a BBA Career Coach and request their assistance in resolving the situation.

Note that while CMCR does have influence with the companies that recruit at McCombs, not all conflicts can be resolved and we have little or no influence with companies that do not recruit through the RecruitMcCombs system.

Diversity and Inclusion

It is my intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed and that the diversity that students bring to this class can be comfortably expressed and be viewed as a resource, strength and benefit to all students. Please come to me at any time with any concerns.

Student Rights & Responsibilities

- You have a right to a learning environment that supports mental and physical wellness.
- You have a right to respect.
- You have a right to be assessed and graded fairly.
- You have a right to freedom of opinion and expression.
- You have a right to privacy and confidentiality.
- You have a right to meaningful and equal participation, to self-organize groups to improve your learning environment.
- You have a right to learn in an environment that is welcoming to all people. No student shall be isolated, excluded or diminished in any way.

With these rights come responsibilities:

- You are responsible for taking care of yourself, managing your time, and communicating with the teaching team and with others if things start to feel out of control or overwhelming.
- You are responsible for acting in a way that is worthy of respect and always respectful of others.
 - Your experience with this course is directly related to the quality of the energy that you bring to it, and your energy shapes the quality of your peers' experiences.
- You are responsible for creating an inclusive environment and for speaking up when someone is excluded.
- You are responsible for holding yourself accountable to these standards, holding each other to these standards, and holding the teaching team accountable as well.

Religious Holy Days

By [UT Austin policy](#), you must notify me of your pending absence at least fourteen days prior to the date of observance of a religious holy day. If you must miss a class, an examination, a work assignment, or a project in order to observe a religious holy day, you will be given an opportunity to complete the missed work within a reasonable time after the absence.

University Resources for Students

Your success in this class is important to me. We will all need accommodations because we all learn differently. If there are aspects of this course that prevent you from learning or exclude you, please let me know as soon as possible. Together we'll develop strategies to meet both your needs and the requirements of the course. There is also a range of resources on campus:

SERVICES FOR STUDENTS WITH DISABILITIES

This class respects and welcomes students of all backgrounds, identities, and abilities. If there are circumstances that make our learning environment and activities difficult, if you have medical information that you need to share with me, or if you need specific arrangements in case the building needs to be evacuated, please let me know. I am committed to creating an effective learning environment for all students, but I can only do so if you discuss your needs with me as early as possible. I promise to maintain the confidentiality of these discussions. If appropriate, also contact [Services for Students with Disabilities](#), 512-471-6259 (voice) or (512) 410-6644 (video phone).

COUNSELING AND MENTAL HEALTH CENTER

Do your best to maintain a healthy lifestyle this semester by eating well, exercising, avoiding drugs and alcohol, getting enough sleep and taking some time to relax. This will help you achieve your goals and cope with stress. All of us benefit from support during times of struggle. You are not alone. There are many helpful [resources](#) available on campus and an important part of the college experience is learning how to ask for help. Asking for support sooner rather than later is often helpful. If you or anyone you know experiences any academic stress, difficult life events, or feelings like anxiety or depression, we strongly encourage you to seek support. A [Counselors in Academic Residence \(CARE\) Program](#) is available in each college from the [Counseling and Mental Health Center](#).

THE SANGER LEARNING CENTER

Did you know that more than one-third of UT undergraduate students use the Sanger Learning Center each year to improve their academic performance? All students are welcome to take advantage of Sanger Center's classes and workshops, private learning specialist appointments, peer academic coaching, and tutoring for more than 70 courses in 15 different subject areas. For more information, please visit [Sanger Learning Center](#) or call 512-471-3614 (JES A332).

STUDENT EMERGENCY SERVICES

UT's [Student Emergency Services](#) provides assistance, intervention, and referrals to support students navigating challenging or unexpected issues that impact their well-being and academic success. If you need to be absent from class due to a family emergency, medical or mental health concern, or

academic difficulty due to crisis or an emergency situation, please register with [Student Emergency Services](#). SES will verify your situation and notify your professors.

Important Safety Information

If you have concerns about the safety or behavior of fellow students, TAs or Professors, call BCCAL (the [Behavior Concerns and COVID-19 Advice Line](#)): 512-232-5050. Your call can be anonymous. If something doesn't feel right – it probably isn't. Trust your instincts and share your concerns.

CLASSROOM SAFETY AND COVID-19

To help preserve our in-person learning environment, the university recommends the following.

- Adhere to university [mask guidance](#). Masks are strongly recommended, but optional, inside university buildings for vaccinated and unvaccinated individuals, except when alone in a private office or single-occupant cubicle.
- [Vaccinations are widely available](#), free and not billed to health insurance. The vaccine will help protect against the transmission of the virus to others and reduce serious symptoms in those who are vaccinated.
- [Proactive Community Testing](#) remains an important part of the university's efforts to protect our community. Tests are fast and free.
- The university has determined that all students coming to campus for the fall semester must receive a viral COVID-19 test in their local community within 72 hours prior to arrival in Austin for move in. If they already reside in Austin, they must test within 72 hours of moving into the residence where they will reside for the academic semester. Finally, individuals who are already living in the residence in Austin where they will reside this academic semester should test within 72 hours (3 days) prior to the start of class on Aug. 25.
- We encourage the use of the [Protect Texas App](#) each day prior to coming to campus.
- If you develop COVID-19 symptoms or feel sick, stay home and contact the [University Health Services' Nurse Advice Line](#) at 512-475-6877. If you need to be absent from class, contact [Student Emergency Services](#) and they will notify your professors. In addition, to help understand what to do if you have been had close contact with someone who tested positive for COVID-19, see this University Health Services link.
- [Behavior Concerns and COVID-19 Advice Line](#) (BCCAL) remains available as the primary tool to address questions or concerns from the university community about COVID-19.
- Students who test positive should contact [BCCAL](#) or self-report (if tested off campus) to [University Health Services](#).
- Visit [Protect Texas Together](#) for more information.

TITLE IX REPORTING

Title IX is a federal law that protects against sex and gender-based discrimination, sexual harassment, sexual assault, sexual misconduct, dating/domestic violence and stalking at federally funded educational institutions. UT Austin is committed to fostering a learning and working environment free from discrimination in all its forms. When sexual misconduct occurs in our community, the university can:

1. Intervene to prevent harmful behavior from continuing or escalating.

2. Provide support and remedies to students and employees who have experienced harm or have become involved in a Title IX investigation.
3. Investigate and discipline violations of the university's [relevant policies](#).

Faculty members and certain staff members are considered “Responsible Employees” or “Mandatory Reporters,” which means that they are required to report violations of Title IX to the Title IX Coordinator. I am a Responsible Employee and must report any Title IX-related incidents that are disclosed in writing, discussion, or one-on-one. Before talking with me or with any faculty or staff member about a Title IX-related incident, be sure to ask whether they are a responsible employee. If you want to speak with someone for support or remedies without making an official report to the university, email advocate@austin.utexas.edu. For more information about reporting options and resources, visit the [Title IX Office](#) or email titleix@austin.utexas.edu.

CAMPUS SAFETY

The following are recommendations regarding emergency evacuation from the [Office of Campus Safety and Security](#), 512-471-5767,

- Occupants of buildings on The University of Texas at Austin campus must evacuate buildings when a fire alarm is activated. Alarm activation or announcement requires exiting and assembling outside.
- Familiarize yourself with all exit doors of each classroom and building you may occupy. Remember that the nearest exit door may not be the one you used when entering the building.
- Students requiring assistance in evacuation shall inform their instructor in writing during the first week of class.
- In the event of an evacuation, follow the instruction of faculty or class instructors. Do not re-enter a building unless given instructions by the following: Austin Fire Department, The University of Texas at Austin Police Department, or Fire Prevention Services office.
- For more information, please visit [emergency preparedness](#).