



**Grading Rubrics** Midterm, Final Exam: A mix of multiple choice and short-answer questions. Multiple choice questions can be drawn from *any part of the chapters and readings assigned for the test*, whether discussed in class or not. The short-answer questions will ask you to analyze (e.g., compare and contrast, organize and relate) and evaluate (e.g., judge and argue) issues discussed in class or in exercises.

*Quiz/Final Rubric: Roughly 1 point per multiple choice question and 5 points for each short answer. So, the midterm will be worth 60 points, then prorated to 20%; similarly, the final total will be out of 90 points, then prorated to 30. (Typical average will be 85%.)*

Project: Real clients must be found who would like to have an MBA team take their problems and solve them to their satisfaction. We may have to hold the final session outside of class hours to accommodate guest 'judges' and your clients, who can attend in person or via zoom. Of course, we must respect what is proprietary and your invitees may be allowed to join only for the duration of your presentation. You may have to make a separate presentation to clients.

*Final Presentation/Paper Rubric: Unworthy of a Mendoza MBA: 0-10; Worthy: 10-20; Outstanding: 21-30; client comments will be solicited. Key Criterion: Does it specify and solve a product problem well, using methods discussed in your book and the class? (Typical average will be 25 points)*

Case Duels: Each case uses and illustrates insights from recent chapters; there could be several directions for a good solution based on the concepts chosen. Each assigned team will present a brief defense of their solution and then compare/critique an opposing team's strategy (along with the other teams in the class). A vote may determine whose strategy was better, and that could impact scores.

*Case Duel Rubric: Did not relate to chapters or to case; poor use of prior materials: 0-3; Moderate use of insights from chapter to explain solutions/strategies in the case problem: 4-8; Outstanding use: 9-10; 'Winning' could be worth 2 points. (Typical average: 8 points).*

Engagement: Previously known as class participation, engagement is about making useful contributions to the class, either during the sessions or online. Unexcused absences and not making up work for excused absences can result in negative points, as can unprofessional conduct. A good habit would be to keep a running list of each time you make a contribution (e.g., a dedicated page in your notebook would ease this).

*Engagement Rubric for each session: Negative, unprofessional behaviors: -1; attended, stayed mostly disengaged: 0; usefully participated, in the judgment of professor: 1. Usual final range: 4 to 9/10.*

**Grading Policy** "The grade point average for all graduate sections should fall in the range of 3.0 to 3.5." This is the grading policy for the Mendoza College of Business and the Marketing Department. Grading will use the +/- system. If you turn in work that simply completes assignments as described your maximum score will be a B+. To earn an A you must significantly improve upon the minimum requirements set out in the assignments. Discuss these improvements with me if you are unclear about direction to take.

**Honor Code** Please read the university honor code completely and discuss elements that are unclear in class or during office hours ([honorcode.nd.edu](http://honorcode.nd.edu)). Especially note that the honor code allows for severe penalties (and stringent appeal processes).

In principle, perhaps it is doubly egregious to engage in any form of dishonesty in a Catholic university. In a pragmatic sense, because of the expected class GPA of 3.6, it is not productive to help a peer earn higher points than you do on any assignment or quiz, or to allow free-riding and social-loafing.

**Disabilities** If you have any physical or learning disabilities that make it difficult for you to complete the class work assigned please alert me early in the semester. We will work with you and the learning disability center to configure appropriate accommodations ([disabilityservices.nd.edu](http://disabilityservices.nd.edu)) and we will protect your privacy in this regard.

- Course Guidelines**
1. New Product Development from the marketing perspective, and Innovation from the management perspective share many common elements. Marketing as a discipline has a mature and vigorous new product development literature. Some tools in this literature are borrowed, some indigenous, and some are hybrid.
  2. Innovation, and new product development, can be studied as:
    - a conceptual problem (e.g., is creativity and innovativeness the same?)
    - an individual problem (e.g., what techniques/personality lead to innovativeness?)
    - a team or department problem (e.g., what team cultures enhance innovativeness?);
    - a marketing problem (e.g., how do consumers adopt innovations? what's diffusion?)
    - an organizational problem (e.g., why are some companies more innovative?)
  3. If you are working with a client, there could be very specific non-disclosure agreements required. Such agreements can curtail how much of the project you can share and can come with some constraints.
  4. In keeping with the idea of being innovative, perhaps you can create and submit a real project on a crowd-funding site like [kickstarter.com](http://kickstarter.com) in lieu of the final project. We can discuss if/what monetary goals should be attained by October 7, 2018 to be considered a fair replacement for the class project.
  5. You may choose to do this project solo or in a team. Members of a team can fire a member if there is consensus. There will be some resistance to doing this because we have limited presentation times in the last week. But it is an option if circumstances warrant.

## Schedule

No	Date	Section/Topic	Activity or Case	Speaker
1-1	8/21	1. New Product Strategy	Teaming; Norming; Projects Start; Brainstorming Exercise	
1-2	8/23	<i>Opp. Identification</i>	Case: Montreaux Chocolate	
2-1	8/28	2. Concept Generation		<i>Podiak</i>
2-2	8/30	<i>Mapping</i>	Case: Crescent Pure (Team 1, 2)	
3-1	9/4	3. Concept Evaluation		<i>Go to IDEA-CENTER; Provost Ritchie</i>
3-2	9/6	<i>Forecasting</i>	Case: Classic Knitwear (Team 3, 4)	
4-1	9/11	<b>Midterm; 20%</b>		<i>Gleason</i>
4-2	9/13	4. Development	Case: Peak Sealing (Team 5, 6)	
5-1	9/18	5. Launch		<i>Sinzig</i>
5-2	9/20	<i>Cannibalization</i>	Case: Patagonia Sustainability (Team 7, 8)	
6-1	9/25	6. Legal Issues...		<i>Murphy</i>
6-2	9/27	...Sustainability		
7-1	10/2	Presentations	<i>Final Paper also due 30%; 10 min. per team (plus 5-7 pm)</i>	
7-2	10/5	<b>Final Exam; 30%</b>	<i>Also, Case Duels 10%; Engagement 10%</i>	

Note: Because guest speakers' schedules may be unpredictable, our content can/will get moved around.

### Likely Speakers:

John Gleason	Long career at P&G which included product and brand management; now runs a consulting firm, A Better View, that advises corporations on matters of design and products strategies.
Tonia Murphy, JD	JD from University of Michigan; Former Editor in Chief of the Journal of Legal Studies Education, Staff Editor of the American Business Law Journal; three Hoerber Memorial Awards for Best Article; Teaching Professor
Richard Podiak	VP of Marketing and Innovation, Kellogg; 20 years working at P&G and Kellogg, leading products like NyQuil, Metamucil, Pampers, Pop-Tarts, Cheez-Its and Eggo; strong record of turnarounds...all after being Surface Warfare Officer, US Navy
Provost Bryan Ritchie	VP & Associate Provost for Innovation; leads ND's IDEA Center, and directs the university's commercialization enterprise, Innovation Park, and cross-disciplinary entrepreneurship education; led IDEA-Week this spring.
Viktor Sinzig	CEO/Co-founder of HalfyHour; acquired by Kiwi Campus...which delivers food to customer using autonomous robots