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| <u>Instructor:</u>         | William Hauser<br>Room 144, 15 St. Mary's Street<br>617-358-0663<br><a href="mailto:wmhauser@bu.edu">wmhauser@bu.edu</a>  |
| <u>Class Hours:</u>        | Monday and Wednesday<br>6:00PM to 8:00PM, 15 St. Mary's Street, Room 105  |
| <u>Office Hours:</u>       | Tuesday 1:30 PM to 4:30 PM or as arranged by appointment  |
| <u>Websites:</u>           | <b>Assignments</b> , readings, and class notes are posted to the course website <a href="http://blackboard.bu.edu">http://blackboard.bu.edu</a> . Class notes will, in general, be posted to the web by noon of the day following each class.<br><br><b>Video recordings</b> of class sessions will be posted to the Distance Learning website: <a href="http://dlp.bu.edu/me583">http://dlp.bu.edu/me583</a> . Video recordings will, in general, be posted to the web within ½ hour after each class ends.<br><br><b>Case studies</b> may be purchased through the Harvard Business School Press website: <a href="http://cb.hbsp.harvard.edu/cb/access/4570483">http://cb.hbsp.harvard.edu/cb/access/4570483</a> |
| <u>Textbook and Cases:</u> | <b>Textbook:</b> No textbook. Readings, exercises, and articles from the current press as distributed in class, posted to the course website, or available from a posted URL. Case studies as detailed above.   |
| <u>Description:</u>        | Exploration of how technology and organizational strengths interact with market needs to create new products. Approaches to managing those products across their life cycle. What makes a product new? Issues of risk management, financial requirements, product and technology portfolios.  |
| <u>Prerequisites:</u>      | Graduate standing or consent of the instructor  |
| <u>Methodology:</u>        | A combination of lectures and case studies. Cases will be drawn from multiple sources, including the current press.   |
| <u>Course Outline:</u>     | Attached, but subject to change as the semester progresses.   |
| <u>Grading:</u>            | There will be three major homework assignments and one quiz during the semester. 70% of the grade will be determined by these assignments. 10% will be determined by the quiz and 20% by attendance and cogent participation. The homework assignments will be case analyses and possibly some primary research, depending upon the subject matter. You may collaborate with others during the research, but each paper must be your own work and present unique findings and conclusions. Unattributed use of  |

the work of other people is not allowed. If you are in doubt as to what use of sources or what type of collaboration is permitted, be sure to ask first. Plagiarism will not be tolerated.

The grade for the three written assignments will be determined as either the average grade for all three assignments, or the average grade for the second and third assignment, whichever is higher. Nonetheless, all three assignments are required. Failure to complete any one of the assignments will result in failure of the course. If there is any legitimate issue which prevents your timely completion of an assignment, please notify the instructor as soon as you anticipate the problem.

Distance  
Learning  
Considerations:

This course is presented through the Distance Learning Program of the Department of Mechanical Engineering. Please be aware that both in the classroom and at remote sites you are on camera. You must assume that your words and your actions will be recorded. If you are joining the course by video link, please log in with sufficient time to debug the connection before class starts.

Technical and  
Administrative  
Support:

Your primary contact for networking support and administrative matters will be Andy Abrahamson, 617-358-1294, [andrewa@bu.edu](mailto:andrewa@bu.edu). You may, in any case, bring any problem to my attention.

Instructor: William Hauser    wuhauser@bu.edu    617-358-0663

Office Hours: Tuesday 1:30 - 4:30 or by appointment, 15 St. Mary's Street, Room 144

Class: 6:00 - 8:00 Monday & Wednesday, Room 105, 15 St. Mary's Street

Course website: <http://blackboard.bu.edu>

Case website: <http://cb.hbsp.harvard.edu/cb/access/4570483>

| Session            | Date               | Material for the Day   |
|--------------------|--------------------|--|
| 1                  | Wed, 02-Sep        | Introduction & Overview: What Do We Need to Know?  |
| 2                  | Wed, 09-Sep        | The Product Management Task and the Project Management Task<br>Case: The Hewlett Packard Company: The Sally Project  |
| 3                  | Mon, 14-Sep        | What makes a new product new?<br>Reading: Creating Project Plans to Focus Product Development (92210)<br>Lecture & Discussion: What makes a new product new?   |
| 4                  | Wed, 16-Sep        | The Product Life Cycle<br>Reading: The Product Life Cycle (HBS 579-072)<br>Reading: Exploit the Product Life Cycle (HBS 65608)<br>In-class exercise  |
| 5                  | Mon, 21-Sep        | What makes a new product new?<br>Reading: Note on the FDA Review Process (9-796-063 )<br>Case: Aspect Medical Systems (9-600-076)  |
| 6                  | Wed, 23-Sep        | What makes a new product new?<br>Reading: Cytoc Annual Report  |
| 7                  | Mon, 28-Sep        | Competitive Analysis   |
| 8                  | Wed, 30-Sep        | Integration of Concepts<br>Zoll Medical Corporation (A) (9-795-053 )<br>Zoll Medical Corporation (B) (9-795-054 ) [Do not read before class]<br>Zoll Medical Corporation (C) (9-795-055 ) [Do not read before class]<br>Zoll Medical Corporation (D) (9-796-078 ) [Do not read before class] |
| <b>Fri, 02-Oct</b> |                    | <b>WRITTEN CASE ANALYSIS DUE: BioPure Corporation (9-598-150)</b>  |
| 9                  | Mon, 05-Oct        | Market Segmentation<br>Nissan Motor Company, Ltd.: Target Costing System (9-194-040)   |
| 10                 | Wed, 07-Oct        | BioPure Corporation - Written Case Discussion  |
| 11                 | Tue, 13-Oct        | Integration of Concepts<br>Documentum (9-502-026)  |
| <b>12</b>          | <b>Wed, 14-Oct</b> | <b>Graded In-Class Exercise</b>  |
| 13                 | Mon, 19-Oct        | Disruptive Technology<br>Case: Silicon Graphics (9-695-061)  |
| 14                 | Wed, 21-Oct        | Market Entry Strategy / Customer Value<br>Case: Kone, The MonoSpace Launch (9-501-070)   |
| <b>Fri, 23-Oct</b> |                    | <b>WRITTEN CASE ANALYSIS DUE: Ducati</b>   |
| 15                 | Mon, 26-Oct        | Additional Breadth Topics  |
| 16                 | Wed, 28-Oct        | Written Case Discussion - Ducati   |
| 17                 | Mon, 02-Nov        | Custom Products and Customer Requirements<br>Case: The "mi adidas" Mass Customization Initiative (IMD159)  |
| 18                 | Wed, 04-Nov        | Market Entry Strategy & Pricing<br>Cumberland Metal Industries   |
| 19                 | Mon, 09-Nov        | Profit Opportunities In Maturity and Decline<br>Case: The Aftermarket Technology Corporation   |

| Session   | Date               | Material for the Day  |
|-----------|--------------------|---|
|           |                    | Reading: Aftermarket Technology Corp. Form 10-K   |
| 20        | Mon, 16-Nov        | Portfolio Management<br>Reading: Note on the Boston Consulting Group Concept of Competitive Analysis (9-175-175)<br>Case: Portfolio management exercise to be performed as a group in class |
| 21        | Wed, 18-Nov        | Concept Integration<br>Case: AquaLisa Quartz: Simply A Better Shower (9-502-030)  |
| <b>22</b> | <b>Mon, 23-Nov</b> | <b>WRITTEN CASE ANALYSIS DUE: Case TBD</b>  |
| 23        | Mon, 30-Nov        | Risk Management, Project Management, and Learning<br>Case: 'The Boeing 767: From Concept to Production (A) (9-688-040)  |
| 24        | Wed, 02-Dec        | Integration of Concepts<br>Case: 'The Airbus A3XX: Developing the World's Largest Commercial Jet (A)  |
| 25        | Mon, 07-Dec        | Written Case Discussion   |
| 26        | Wed, 09-Dec        | Integration of Concepts, Wrapup, and Suggestions for the next offering.   |

*Unless otherwise indicated, document numbers refer to Harvard Business School cases and reprints.*

#### SYLLABUS VERSION HISTORY

| Version | Date        | Remarks         |
|---------|-------------|-----------------|
| 1       | Tue, 01-Sep | Initial release |