

EMEN 5430 Software Product Management

Spring 2009 Course Syllabus

Course Description: This course is an elective course in the Engineering Management Program curriculum.

Explore software product management activities from product concept to launch while ensuring both market visibility and customer satisfaction. Covered topics include market research and opportunity analysis, software requirements management, pricing and profitability, end user testing, operational readiness, validation of requirements, technical solution and product integration.

After successful completion of the course, the student will understand how to ensure both market visibility and customer satisfaction for managing software products from conception to launch. The student will learn to conduct market research and perform opportunity analysis. They will be able to gather and manage software requirements, determine appropriate pricing for profitability, gather alpha-beta program feedback, prepare the developing organization for operational readiness, and establish sales channels and partner strategies.

Course Instructor: Stacy L. Dumas

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Office Hours: by appointment

Course Text:

After careful review, the instructor has determined that no single text can adequately comprise a resource for **all** of the topics we will review in this course. Instead, we will leverage both a single text, The Product Manager's Handbook, by Linda Gorchels and supplement this with multiple other readings pertinent to software product management. The instructor will provide the students with copies of the material employed in each lecture session through a web site, available to all students through the Internet. From time to time, the instructor will also provide students with assigned reading in the form of articles from journals or magazines as well. The web site address is:

<http://EngineeringOnline.colorado.edu>

The course topic outline which follows (Table I) identifies the lecture topics that will be presented throughout the semester in order to allow the student to achieve the goals and objectives of the course.

For each topic covered, it will be the student's responsibility to:

- (a) Have read any assigned material identified by the instructor *before* the corresponding lecture; and

(b) Attend the lecture, and participate in classroom discussions of the Material presented (in a course of this type, this requirement should be considered an essential and indispensable attribute).

A Note on Professional Behavior and Mutual Expectations

Students should have every right to expect the instructor to show up for each class session, ready to teach, and prepared to answer questions and/or assist the students in learning the course material in a respectful manner.

The instructor should have every right to expect students to attend class, arrive on time, and spend their time in class dedicated to learning the content presented. Therefore, exhibiting the following behaviors during lectures / class discussions:

- using personal computers to surf the internet, answer e-mails, or work on projects that have no relationship to the course/course material;
- reading newspapers and/or magazines; or
- conducting 'other business' which is unrelated to the course material

will be considered unprofessional (and discourteous), and will not be tolerated.

The course requirements are constituted by two components: a research requirement, and a final examination. Details associated with each of these components follow:

Course Requirements:

- Classes will be conducted online during the spring semester of the 2008-2009 school year.
- Online discussion questions must be answered within 1 week of the date of the class for *all* students. There will be 12 homework assignments worth 5 points each.
- There will be 6 case studies worth 10 points each in lieu of the final exam. All case studies are due within 1 week of the class where it was assigned.

Course Grading:

Mid-Term Project Review	60 points
Final Project Review	60 points
Case Studies	60 points (10 per case)
Class/Online Participation	<u>60 points (5 per assignment)</u>

EMEN 5430 Spring 2006/2007 Schedule

Unit	Topic	Readings <i>(Others may be assigned during the semester)</i>
1	What is Software Product Management?	The Product Managers Handbook, pp 303-325 (Gorchels) The Product Managers Handbook, pp 3-22 and 265-283, (Gorchels) Assignment: Choose a company to research, Obtain a copy of their annual report and latest 10K
2	Trend Spotting, Customer Research, and Competitive Intelligence for Competitive Strategies	The Product Managers Handbook, pp 23-69 (Gorchels)
3	Differentiation	No reading, to be discussed in class: Differentiation (Trout) Create Disruption (Kawasaki)
4	Differentiation Continued Branding Strategies	The Product Managers Handbook, pp 71-90 (Gorchels)
5	Pricing and Financial Performance	The Product Managers Handbook, pp 91-115 (Gorchels)
6	Portfolio Management and the Business Case	The Product Managers Handbook, pp 123-160 (Gorchels)
7	Mid-term	Submit your Software Portfolio and Business Case for a new product
8	New Product Development Basics	The Product Managers Handbook, pp 123-160 (Gorchels)
9	Product Delivery Process	Software Development, Alpha Testing, Beta Testing, General Availability Planning (Various)
10	Launch	The Product Managers Handbook, pp 161-188, Gorchels
11	Sustaining Engineering and End of Life	The Product Managers Handbook, pp 189-213, Gorchels

12	Going International	The Product Managers Handbook, pp 285-301, Gorchels
13	Ongoing Leadership Concerns	Various
14	Submittals of the Projects	Submit your new product MRD, Marketing Plan (differentiation plan, branding strategy, pricing, financial plan), update the portfolio with an international plan, sustaining engineering plan, and end of life one product

Projects

Within one week of the end of the first class, select a public company to study and submit. Each student must pick a different company. Please select one of the following. The companies can include Blizzard, EA, Square Soft, Google, CA, Adobe, Oracle, SAP, Nintendo, Mozilla or one of your own choosing.

Mid Term Submittal

1. Company overview (who, what, where, how large, etc.)
2. What is the company's?
 - a. Vision
 - b. Corporate Strategy
 - c. Divisional Strategy
 - d. Product/Market Strategy
 - f. Products
3. Who are their target customers per division, per product
4. Create a new software product line or product extension
5. Define the segment for your product
 - a. Demographic
 - b. Psychographic
 - c. Application / Use of software
 - d. Benefits
 - e. Customer Segmentation common segment criteria for your new product(unit 2, page 11)
 - f. For your new product, define Attractiveness of Segment for your new product
 - g. For your new product, define Ability to serve your Segment for your new product
 - h. Complete a competitive analysis for your new product
 - i. What is your core differentiation strategy?
 - ii. Define your competition's identity
 - iii. What is their mission, goals and objectives?
 - iv. Do they consider themselves market, product or service driven?
 - v. What are their strengths and weaknesses?
 - vi. Is the competitor a contented cow, a leader, an upstart or a guerrilla?
 - vii. What channels do they use?
 - viii. How do they position their products?
 - ix. What are their pricing, discount, payment terms and rebate policies?
 - x. How do they handle customer service and returns?
 - xi. Anticipate the competition's response to your new product

Final Presentation

1. Company reminder (who, what, where, how large, etc.)
2. Present the current product portfolio

3. Present the business case for your new product
 - i. Product overview
 - ii. Pricing
 - iii. Financials
1. Which products in your portfolio are mature and which should be end of life
2. Define your launch plan
3. Define your international plan
4. Define your patch management and version release plan
5. Define your end of life plan

Final Project Submittal in written paragraph form. It will include the written business plan and business case with all items from the mid-term and final presentations.

UNIVERSITY PROVISIONS AND REQUIREMENTS

1. If you qualify for accommodations because of a disability, please submit a letter to the instructor from Disability Services in a timely manner so that your needs may be addressed. Disability Services determines accommodations based on documented disabilities. For further information, see www.Colorado.EDU/disabilityservices, contact 303-492-8671, or visit Willard 322.
2. Campus policy regarding religious observances requires that faculty make every effort to deal reasonably and fairly with all students who, because of religious obligations, have conflicts with scheduled exams, assignments or class attendance. Students for whom religious observances conflict with class schedules should contact the instructor no later than two weeks before the potential conflict to request special accommodations. See full details at http://www.colorado.edu/policies/fac_relig.html.
3. Students and faculty each have responsibility for maintaining an appropriate learning environment. Students who fail to adhere to such behavioral standards may be subject to discipline. Faculty have the professional responsibility to treat all students with understanding, dignity and respect, to guide classroom discussion and to set reasonable limits on the manner in which they and their students express opinions. Professional courtesy and sensitivity are especially important with respect to individuals and topics dealing with differences of race, culture, religion, politics, sexual orientation, gender variance, and nationalities. See policies at <http://www.colorado.edu/policies/classbehavior.html> and at http://www.colorado.edu/studentaffairs/judicialaffairs/code.html#student_code
4. All students of the University of Colorado at Boulder are responsible for knowing and adhering to the University's academic integrity policy. Violations of this policy may include: cheating, plagiarism, aid of academic dishonesty, fabrication, lying, bribery, and threatening behavior. All incidents of academic misconduct shall be reported to the Honor Code Council (honor@colorado.edu; 303-725-2273). Students who are found to be in violation of the academic integrity policy will be subject to both academic sanctions from the faculty member and non-academic sanctions (including but not limited to university probation, suspension, or expulsion). Other information on the Honor Code can be found at <http://www.colorado.edu/policies/honor.html> and at <http://www.colorado.edu/academics/honorcode/>
5. The University of Colorado Policy on Sexual Harassment applies to all students, staff and faculty. Sexual harassment is unwelcome sexual attention. It can involve intimidation, threats, coercion, or promises or create an environment that is hostile or offensive. Harassment may occur between members of the same or opposite gender and between any combination of members in the campus community: students, faculty, staff, and administrators. Harassment can occur anywhere on campus, including the classroom, the workplace, or a residence hall. Any student, staff or faculty member who believes s/he has been sexually harassed should contact the Office of Sexual Harassment (OSH) at 303-492-2127 or the Office of Judicial Affairs

at 303-492-5550. Information about the OSH and the campus resources available to assist individuals who believe they have been sexually harassed can be obtained at: <http://www.colorado.edu/sexualharassment/>