# MN583 Schedule

**Wednesday, September 05, 2001**

<table>
<thead>
<tr>
<th>Lecture</th>
<th>Introduction &amp; Overview</th>
</tr>
</thead>
<tbody>
<tr>
<td>Handouts</td>
<td>Syllabus, Objectives, Course Materials List, Daily Schedule, Request for Student Info</td>
</tr>
</tbody>
</table>

**Monday, September 10, 2001**

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Student contact info due to instructor</th>
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<tbody>
<tr>
<td>Topic</td>
<td>New Products Overview</td>
</tr>
<tr>
<td>Case</td>
<td>Hewlett Packard -- The Sally Project; No 15 on Case List</td>
</tr>
<tr>
<td>Reading</td>
<td>Cooper: Product Leadership, Chapter 1, pages 21 - 27, &quot;What's New about a New Product?&quot;</td>
</tr>
<tr>
<td>Question</td>
<td>Create your own list of what's significantly new about the Sally project</td>
</tr>
<tr>
<td>Question</td>
<td>Create a list of sources of risk 'going in,' that is, things an experienced product manager might have characterized as risky even before development began. Are the risks all technical?</td>
</tr>
<tr>
<td>Question</td>
<td>Who is the product manager for the Sally project? How important is his role?</td>
</tr>
<tr>
<td>Question</td>
<td>Describe HP's strategic plan for the chromatograph product line</td>
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</tbody>
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**Wednesday, September 12, 2001**

<table>
<thead>
<tr>
<th>Topic</th>
<th>The Environment for New Product Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case</td>
<td>Managing Innovation: Controlled Chaos [J. B. Quinn]; No 5 on Case List</td>
</tr>
<tr>
<td>Question</td>
<td>Quinn's article dates from 1985. How well do his conclusions hold up today?</td>
</tr>
<tr>
<td>Question</td>
<td>What elements make innovation in small enterprises appear more efficient?</td>
</tr>
<tr>
<td>Question</td>
<td>What are (real) differences that make innovation in a large organization more difficult?</td>
</tr>
<tr>
<td>Question</td>
<td>What factors tend to extend the period required for innovations to be accepted?</td>
</tr>
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**Monday, September 17, 2001**

<table>
<thead>
<tr>
<th>Milestone</th>
<th>e-Mail to instructor with initial choice of area for individual reports</th>
</tr>
</thead>
<tbody>
<tr>
<td>Topic</td>
<td>New Product Strategy - Prescriptive Statement</td>
</tr>
<tr>
<td>Case</td>
<td>Cooper: Product Leadership, Chapter 7</td>
</tr>
<tr>
<td>Question</td>
<td>Make a list of the four or five elements you take away as most important in Cooper's prescription</td>
</tr>
<tr>
<td>Question</td>
<td>Make a list of the four or five elements or conclusions where you are least convinced of Cooper's message</td>
</tr>
</tbody>
</table>

**Thursday, October 25, 2001**
**Wednesday, September 19, 2001**

**Topic**
What's new about new products?

**Case**
Nissan Motor Company. Ltd.: Target Costing System, No 17 on Case List

**Question**
Note the number of places where Nissan is guided by an explicit strategy. How would you describe their strategy?

**Question**
What types of businesses does Nissan's approach fit? Does it fit the business your company is in?

**Question**
Porter says that all competitive strategies are fundamentally either cost leadership strategies or differentiation strategies. How do you characterize Nissan's product strategy?

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**Monday, September 24, 2001**

**Milestone**
Confirm choice of report topics (Instructor to class)

**Topic**
Risk in New Product Development

**Case**
Boeing 767: From Concept to Production (A); No 2 on Case List

**Case**
Boeing 767: From Concept to Production (B); No 3 on Case List

**Question**
How does Boeing manage risk? Please consider all of the following: financial risk, market risk, technological risk, and production risk.

**Question**
Which method should Boeing use to convert the first 30 767s from three-person to two-person cockpits?

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**Wednesday, September 26, 2001**

**Topic**
Risk in New Product Introduction

**Guest Lecture**
David Zahniser from Cytyc

**Case**
Cytyc Annual Report (Form 10K)

**Question**
This annual report has a particularly extensive discussion of risks. Identify the company's approach to mitigating each area of risk.

**Question**
What are Cytyc's options for the direction of its future products?
Monday, October 01, 2001

Comments  This is a lengthy reading. In a few places, Reinertsen talks about specific techniques, such as QFD. Do not be concerned if you are unfamiliar with these terms. This reading is mainly background for the case we take up in the next class.

Reading  Reinertsen: Developing Products In Half ..., Chapters 3, 4, and 5

Question  Where do the ideas for new products come from in businesses you are familiar with?

Question  What are the greatest impediments to timely decisions on which products to develop next?

Wednesday, October 03, 2001

Comments  Our focus will be on the “A” case. The “B” case is supplemental. Keep in mind Reinertsen's discussion of the various ways that products get defined.

Case  Silicon Graphics (A)

Case  Silicon Graphics (B)

Question  What are the risk elements in the product/market where Silicon Graphics operates?

Question  What is Silicon Graphics's approach to managing risk?

Question  Is the approach that Silicon Graphics follows sustainable?

Question  What is the greatest threat to Silicon Graphics’s continued success?

Tuesday, October 09, 2001

Comments  These readings deal with pitfalls in product definition. As in all "how-to-do-it" readings, you need to ask the question, “when do these rules apply?”

Reading  McConnell: Rapid Development, Chapter 10 and Chapter 14

Reading  Reinertsen: Developing Products, Chapter 6

Wednesday, October 10, 2001

Topic  Product Definition

Case  Versioning: The Smart Way to Sell Information

Question  Aside from Information Products, where else, if anywhere, does the concept of versioning apply?

Lecture  Summary: What's New in New Products
Monday, October 15, 2001

Topic: Customers as Development Partners

Guest Lecture: Carol Armitage - Management Consultant

Reading: Specifications: Do We Really Understand What They Mean?

Wednesday, October 17, 2001

Topic: Product Definition

Reading: Toyota's Principles of Set-Based Concurrent Engineering

Case: Airbus A3XX: Developing the World's Largest Commercial Jet (A)

Question: Put yourself into the July 2000 timeframe. Would you, as an Airbus manager, commit to immediate industrial launch of the A3XX?

Monday, October 22, 2001

Written Case: Eli Lilly and Company - Drug Development Strategy (A)

Wednesday, October 24, 2001

Topic: The Interaction of Requirements and Development

Question: What are the distinctions between the processes described in the three articles? In what circumstances would each process work best?

Comments: There's a lot of reading in this assignment. Do the Smith & Reinertsen reading first, then the McConnell reading, and finally the Toyota article. The Toyota reading is rescheduled from Wednesday, October 17.

Reading: Smith and Reinertsen: Developing Products: Chapter 9

Reading: McConnell: Rapid Development: Chapter 7

Reading: Toyota's Principles of Set-Based Concurrent Engineering
Monday, October 29, 2001

Topic  Project Management at Ground Level

Comments  This case is full of data. The more you get into the data, the more you'll get out of the case. The questions below provide the discussion outline. You may find it useful to divide the data analysis among various members of your group.

Guest Lecturer  Linda Desmond - Project management consultant

Case  Applied Materials

Question  Consider the 8100 Plasma Etching System development. What were its positive elements? What were its negative elements?

Question  Consider the same questions for the 8300 unit.

Question  How to you assess the start-up of the 5000 project? Was it done right?

Question  What was the cost (staff-months) of each system?

Question  What alternatives does Dan have for completion of the 5000 system?

Question  What criteria MUST Dan's decision satisfy? SHOULD Dan's decision satisfy?

Question  What product strategy lessons can we get from the case?

Question  What project management strategy lessons can we learn from the case?

Wednesday, October 31, 2001

Topic  Estimating and Scheduling

Reading  McConnell: Rapid Development: pages 188 - 204, starting at "Shortest Possible Schedules"

Case  Lucent Technologies: Optical Networking Group

Question  Consider that you are in Bill Gartner's position at the end of the case. What direction would you recommend for the ONG product strategy?

Monday, November 05, 2001

Presentation  Walter Schroder: Ford Motor Company Taurus Project

Reading  McConnell: Rapid Development - pages 163-188

Reading  McConnell: Rapid Development - Chapter 9, Scheduling

Presentation  Christian Derderian: Product Positioning in the Vinyl Window Market

Wednesday, November 07, 2001

Presentation  Philip Hodge: Project Mgmt in Cornell Univ Automotive Design Team

Case  Investment Analysis and Lockheed Tristar, HBSP 291-031, Problems 1 and 2

Presentation  Jim Koonankiel: The Effect of Project and Process Characteristics on Product Development Cycle Time

Thursday, October 25, 2001
### Monday, November 12, 2001
- **Topic**: Cross-Organization Projects
- **Guest Lecture**: J. Lance Fromme: Lucent Technologies
- **Reading**: Success Factors in Cross-Organization Projects (Lucent Technologies), No 24 on Case List
- **Case**: Komatsu and Dresser: Putting Two Plus Two Together

### Wednesday, November 14, 2001
- **Reading**: Diversification: The Capital Asset Pricing Model
- **Presentation**: Dan Turgeon: The Capital Asset Pricing Model
- **Presentation**: Jesse Boyer: New Product Introductions in the Automotive Industry

### Monday, November 19, 2001
- **Presentation**: Gustavo Amann: The Innovator's Dilemma
- **Reading**: Market Selection and Direction: Role of Product Portfolio Planning
- **Presentation**: Ted Lang: Product Introduction at Bard Medical

### Monday, November 26, 2001
- **Topic**: Portfolio Analysis
- **Reading**: Note on the Boston Consulting Group Concept of Competitive Analysis
- **Guest Lecture**: Leonardo Santiago