UNIVERSITY OF MANAGEMENT AND ECONOMICS

NEW PRODUCT DEVELOPMENT AND SERVICE INNOVATION

Course code	*GRAV025*
Course title	*New Product Development and Service Innovation*
Type of course	*Compulsory*
Level of course	*Graduate*
Department in charge	*Graduate school*
Year of study	*2nd*
Semester	*3rd*
Number of credits	*6 ECTS; 36 hours of class work, 124 hours of self-study, 2 hours of consultations (distant or direct form)*
Lecturers	*Associate professor Lineta Ramonienė, PhD linram@ism.lt Lecturer Janis Lanka janlan@ism.faculty.lt*
Form of studies	*Consecutive (evening)*
Teaching language	*English*

Course annotation

This course is designed to familiarize students with the product (digital) development process that starts from steps like the initial business discovery interviews to the final steps of buy-in presentation to key stakeholders, making it applicable for innovation within various business environments where often we have to take over initial ideas, pivot them, and improve them. Starting with the Ideate & Discovery phase, students will learn product development fundamentals, crucial frameworks, and the significance of the discovery process. In the second phase (Validate & Pivot), students will master concepts such as the Value Proposition Canvas, Customer Personas, and Jobs To Be Done, ensuring their products align perfectly with the market needs and expectations. Finally, in the third phase (Focus & Build), students will explore Requirement Gathering, Prioritization Models, and the storytelling frameworks useful for securing a buy-in.

Learning outcomes

At the end of the course the students will be able to:

Course learning outcomes (CLO)	Study methods	Assessment methods
CLO1. Learn product management concepts and strategies, and innovative approaches in relation to new product development and service innovation.	Lectures, discussions, self study, group work	In-class exercises and assignments, homework assignments, final presentation
CLO2. Understand how to evaluate and enhance the alignment of products and services with evolving market needs, ensuring their relevance in today's dynamic business landscape.	Lectures, discussions, self study, group work	In-class exercises and assignments, homework assignments, final presentation
CLO3. Demonstrate awareness of various discovery techniques, including brainstorming, idea generation, and market research, for identifying and exploring potential business opportunities.	Lectures, discussions, self study, group work	In-class exercises and assignments, homework assignments, final presentation
CLO4. Demonstrate the ability to strategically plan the product development process, incorporating requirement gathering, prioritization, and roadmap creation to ensure effective alignment with business priorities.	Lectures, discussions, self study, group work	In-class exercises and assignments, homework assignments, final presentation

Learning methods

The course is taught entirely in English and is designed to achieve its aims through a combination of lectures and practical exercises, as well as assignments and individual project. Exercises and lectures are designed to encourage active participation, co-operative and creative work, interactive communication, as well as critical and statistical thinking.

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Quality issues

The lecturer will apply multiple teaching methods to keep the students engaged in the topic (e.g. case studies, videos illustrating service marketing experiences and other learning material). Continuous student feedback throughout the delivery of the course will be encouraged and accommodated to continuously improve class experience and student performance.

Cheating prevention

Individual testing, supervised practical assignments and individual project ensure studying quality and are forms to prevent cheating. The ISM regulations on academic ethics, including cheating (see, ISM University regulations) are fully applied in the course.

Course content

Lecture	TOPIC	IN-CLASS HOURS	READING
1	**Introduction to Product Development & Discovery Process:** • Overview of the course • Introductions to key frameworks • Introduction to the Discovery process	4	Osterwalder, Alexander, and Pigneur, Yves (2010). *Business Model Generation*, **Canvas, Process** Blank, Steve, and Mullaney, Kathleen (2022). *How to Build a Startup,* **Lectures #1-4**
2	**Business Modeling & Ideation:** • Introduction to Business Model Canvas	4	Osterwalder, Alexander, and Pigneur, Yves (2010). *Business Model Generation*, **Patterns** Blank, Steve, and Mullaney, Kathleen (2022). *How to Build a Startup,* **Lectures #5-11**
3	**Product Market Fit & Validation:** • Value Proposition Canvas • Understanding Customer Needs and Pain Points • Product Market Fit	4	Osterwalder, Alexander, and Pigneur, Yves (2010). *Business Model Generation*, **Customer Insights** Osterwalder, Alexander, and Yves Pigneur (2015). *Value Proposition Design*, **Canvas, Fit**
4	**Pivot & Handover:** • Identifying and elaborating on change in direction	4	Lecturer's slides and supporting material
5	**Customer-Centric Product Development:** • Jobs To Be Done	4	Ulwick, Anthony. *Whitepaper: What is Outcome-Driven Innovation® (ODI)?*
6	**Guest Company Interview & Analysis:**	4	Osterwalder, Alexander,

	• Interview and create a Business Model Canvas		and Pigneur, Yves (2010). *Business Model Generation*, **Strategy** Osterwalder, Alexander, and Yves Pigneur (2015). *Value Proposition Design*, **Understanding Customers**
7	**Requirement Gathering & Definition:** • User Stories, Capabilities, Requirements	4	Lecturer's slides and supporting material
8	**Prioritization & Roadmapping:** • Prioritizing features and creating a product roadmap • First version models	4	Lecturer's slides and supporting material
9	**Storytelling & Getting Buy-in:** • Storytelling frameworks • Linking to strategy stack	4	Osterwalder, Alexander, and Pigneur, Yves (2010). *Business Model Generation*, **Storytelling**
TOTAL		36	
CONSULTATIONS		2	

Course tasks and assessment of achievements:

Method	% of the final grade	Total Hours
Attendance and participation in class exercises	30	36
Group (1) and individual (2) homework assignments	40	45
Final group presentation	30	38
Total:	**100**	**124**

Attendance and participation in class exercises (30% of the final grade)

1. The course is designed to achieve its aims through a combination of lectures and interactive in-class group work sessions. The lectures are designed to encourage active participation, collaborative and creative work, interactive communication and critical thinking.
2. The course is interactive and students will be evaluated by attendance and level of involvement in the class sessions. Students are expected to come to class well prepared. Unless otherwise noted, please read the articles and /or cases before coming to class.

Group (1) and individual (2) homework assignments

Assignments will count for the 40% of the final mark. There will be 1 group assignment (30% worth of the total homework assignment %), and 2 individual assignments – each worth 35% of the total homework assignment %.

Final group presentation

The final presentation, a collaborative effort recorded by team members in different locations, will incorporate previous homework and in-class exercises. Evaluation will be conducted by lecturers, guest representatives, and other students. 30% of the total final group presentation grade will depend on the use of real-world insights.

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APPROVED BY
THE STUDY COMMISSION
Minutes No. 02-12-2023-12
as of 29th August 2023

Retake of the final group presentation (30% of the final grade)

In case of failing final evaluation, student has an individual possibility to retake the final group presentation (30% of the final grade). The Retake Exam will consist of crafting a Business Model Canvas for a new company, user story breakdown and prioritization, and a presentation.

Literature (course materials, readings, videos)

1. Osterwalder, Alexander, and Pigneur, Yves (2010). *Business Model Generation.* John Wiley & Sons, Inc.
2. Blank, Steve, and Mullaney, Kathleen (2022). *How to Build a Startup.* Udacity (https://www.udacity.com/course/how-to-build-a-startup--ep245)
3. Osterwalder, Alexander, and Yves Pigneur (2015). *Value Proposition Design.* John Wiley & Sons, Inc.
4. Ulwick, Anthony. *Whitepaper: What is Outcome-Driven Innovation® (ODI)?* Strategyn.

Given that the course deals with a rather dynamic domain of knowledge, a certain proportion of the lecture and discussion material for the course will be delivered "just-in-time" (uploaded to e-learning or indicated for downloading from the Internet). Students should be committed to follow the e-learning system and observe uploaded course material on a daily basis. The instructor may assign additional articles, publications, interviews and studies published by top scholarly and practitioner journals.