

# MKTG 554 | Strategic Product Management | Spring 2022

Wed: 6:00 - 9:30 PM

---

## General Information

**Instructor:** Jenne Pierce ([bio](#))

**Email:** [jenne@uw.edu](mailto:jenne@uw.edu) (response time typically within 24 hours; if no reply after 48 hours please send a follow-up note to make sure I saw your message)

**Class location:**

- PACCAR 291

**Virtual office hours:**

- Mondays 4-5 p.m. on [Zoom \(Links to an external site.\)](#) or grab a 15-minute appointment on my calendar [here \(Links to an external site.\)](#)
- 

## Course Material

1. We will use articles, videos and books found online, including several from [O'Reilly publishing \(Links to an external site.\)](#), which you can access for free with your UW Net ID.
  2. Course pack of six case studies from Harvard Education: <https://hbsp.harvard.edu/import/923044> ([Links to an external site.](#))
- 

## Learning Outcomes

- Gain an understanding of the Product Management role: its typical scope, the competencies it requires, and the varied forms that it might take
- Acquire a collection of frameworks for identifying and prioritizing product opportunities
- Craft and communicate a compelling product vision

- Gain a solid understanding of key Agile/SCRUM concepts - indispensable to work efficiently with engineering teams
- Learn key go-to-market concepts relating to the product management role: pricing, sales, product marketing

## Grading

This course will be assessed in equal parts on individual and group work. Final grades will be curved up/down as a group to adhere to the median grade expectation for Foster MBA elective courses (3.5).

Table listing points for each team-based assignment

Team-based assignments	% of grade	# of points
Case Study	10%	40
Lean Canvas	20%	80
PR/FAQ	20%	80

Table listing points for each individual-based assignment

Individual assignments	% of grade	# of points
Participation	30%	120
Quizzes	10%	40
Peer Reviews	10%	40

Total possible points: 400

### Grading Scale

95% and above: 4.0

94%: 3.9

93%: 3.8

and so forth...

---

## Group Work

There will be ~9 teams of 4-6 members each. You have two options for getting assigned to a team:

- a. Form a team with classmates - if you choose this route advise me of the team roster by midnight **Apr. 2**
- b. Get randomly assigned to a team - this will happen on Apr. 3 for anyone not already on a roster

If you form a team with classmates I may add participants to your team to level numbers out. We will fall back to random team assignment if team formation proves too drama-filled.

Teams will work together to produce the team-based assignments AND discuss all cases. Teams are expected to organize themselves regarding how/when to collaborate - just like in the work world. See the note below regarding peer reviews.

---

## Participation

You must participate in class in order to make the discussions interesting, insightful, and fun. Such participation is encouraged across the course, but is particularly important in the many case study discussions that will be sprinkled throughout the course.

However, there is no need to contribute in every session. Some of the best contributors are those who participate in a subset of the sessions, but whose comments are always insightful and compelling. The key issue is one of quality, not quantity.

We should work together to make each class session a lively, stimulating, and intellectually rewarding venture in group learning. The best classes are those that are highlighted by an interactive discussion about the potential product opportunities that arise from course concepts. As such, we are all co-producers of knowledge.

**In order to participate meaningfully, it is crucial that you (a) discuss all case studies in advance with your team (b) individually pre-read through all the readings / pre-watch all the videos that have been assigned for a particular class.**

Below is a description of how your class contributions will be calibrated:

*Outstanding Contributor:* Contributions in class reflect exceptional preparation. Ideas offered are always substantive, and provide one or more major insights as well as

providing a fruitful direction for the class. Arguments are well substantiated and persuasively presented. If this person were not a member of the class, the quality of the discussions would be diminished significantly.

*Good Contributor:* Contributions in class reflect thorough preparation. Ideas offered are usually substantive; provide good insights and sometimes a fruitful direction for class discussion. Arguments, when presented, are generally well substantiated and are often persuasive. If this person were not a member of the class, the quality of discussions would be diminished considerably.

*Satisfactory Contributor:* Contributions in class reflect adequate preparation. Ideas offered are sometimes substantive, provide generally useful insights, but seldom offer a major new direction for the class. Arguments are sometimes presented, and are fairly well substantiated and sometimes persuasive. If this person were not a member of the class, the quality of discussions would be diminished somewhat.

*Unsatisfactory Contributor:* Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive, provide few useful insights, and rarely offer a constructive direction for the class. Class contributions are few and far between. Many contributions are “cherry picking” efforts making isolated, obvious or confusing points. If this person were not a member of the class, the quality of discussions would not be changed or perhaps even improved.

---

## Peer Reviews

50% of this course is based on team-work. Teams are a mixed bag. There are team members you will really like working with, and others you're not going to be able to stand. This is reflective of how real-life work scenarios work too, so it is good training for your professional life.

Just like in professional life in the tech industry (where it is common to be evaluated based on peer feedback at the end of every year), it's only fair that your team members assign you an individualized grade based on the quality of your teamwork. What we don't want happening is for a few team members to bear the brunt of every assignment while some others might be free-loading - and through the mechanism, we'll make sure that, at the very least, free-loaders are sanctioned by their team-mates.

---

## Religious Accommodations Policy

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW's policy, including more information about how to request an

Date	Themes	Readings to be completed / videos to be watched for this class	Case study to be prepared for this class
Mar 30	Introduction	None	None
	The Role of the Product Manager	Articles to read: <a href="#">What, exactly, is a Product Manager? (Links to an external site.)</a> <a href="#">The Product Manager Contribution (Links to an external site.)</a>	
Apr 6	Product Market Fit	Articles to read: <a href="#">Dan Olsen shares advice on How to Achieve Product Market Fit (Links to an external site.)</a> (watching the 45-min video is optional; we'll cover much of the same content in class) <a href="#">How Superhuman Built an Engine to Find Product Market Fit (Links to an external site.)</a>	None
	Validating Product Ideas	Articles to read: <a href="#">The Four Big Risks - Silicon Valley Product Group (svpg.com) (Links to an external site.)</a> <a href="#">Prototyping Quick Reference (Alberto Savoia) (Links to an external site.)</a>	
Apr 13 (ON ZOOM!)	Product Discovery Techniques	Listen (or read transcript): <a href="#">Revisiting "Jobs To Be Done" with Clayton Christensen (hbr.org) (Links to an external site.)</a> Articles to read: <a href="#">Field Guide to UX Research for Startups (Links to an external site.)</a> (also recommend saving <a href="#">this useful page (Links to an external site.)</a> from Google Ventures for future reference)	Hot Wheels at Mattel: Reinventing the Wheel (Group 1)
	Product Metrics and Math	<a href="#">Pirate Metrics section of Lean Analytics (Links to an external site.)</a> (O'Reilly online)	

Apr 20	Product Vision & Roadmap	<p>Read (all on O'Reilly online - UW Net ID required):</p> <p><a href="#">Chapter 24 (Links to an external site.)</a> of Inspired, 2nd Edition (Product Vision &amp; Product Strategy)</p> <p><a href="#">Chapter 25 (Links to an external site.)</a> of Inspired, 2nd Edition (Principles of Product Vision)</p> <p><a href="#">Chapter 1 (Links to an external site.)</a> of Relaunching Roadmaps</p>	<p>Innovation at Uber: The Launch of Express Pool</p> <p>(Groups 2 &amp; 3)</p>
	Building Inclusive Products & Other Considerations	<p>Read:</p> <p><a href="#">Chapter 1 (Links to an external site.)</a> of Building for Everyone (O'Reilly online - UW Net ID required)</p>	
Apr 27	PR/FAQs	<p>Read:</p> <p><a href="#">PR FAQs for Product Documents (Links to an external site.)</a></p> <p>Watch:</p> <p><a href="#">AWS Summit Singapore - Working Backwards from the Customer - YouTube (Links to an external site.)</a></p> <p style="text-align: center;"></p> <p style="text-align: center;">(34 min)</p>	<p>Eventbrite: Market Sizing, Competitive Analysis, and Fundraising</p> <p>(Group 4)</p>
	Guest speaker	<p><a href="#">Megan Maus (Links to an external site.)</a>, Product Manager @ Amazon</p>	
May 4	Working with Engineers and Designers	<p>Read (O'Reilly online - UW Net ID required):</p> <p><a href="#">Chapter 9: Principles of Strong Product Teams   Inspired, 2nd Edition (Links to an external site.)</a></p> <p><a href="#">Chapter 11: The Product Designer   Inspired, 2nd Edition (Links to an external site.)</a></p>	<p>Codecademy: Where to Next?</p> <p>(Groups 5 &amp; 6)</p>

		<a href="#">Chapter 12: The Engineers   Inspired, 2nd Edition (Links to an external site.)</a>	
	Intro to Agile	Read first: <a href="#">Principles behind the Agile Manifesto (Links to an external site.)</a> (this is the original from 2001, enjoy the glorious font) Then listen: <a href="#">Episode 15: Getting to the Bottom of Agile with Jeff Patton — Produx Labs (Links to an external site.)</a> (43 min)	
	Guest speaker	<a href="#">Wyatt Bardouille (Links to an external site.)</a> , Sr. Project Mgr at <a href="#">Surgical Science (Links to an external site.)</a> (talking all things Agile)	
May 11	User Stories & Acceptance Criteria	Read (O'Reilly online - UW Net ID required): <a href="#">The Real Story About Stories   User Story Mapping (Links to an external site.)</a> <a href="#">Telling Better Stories   User Story Mapping (Links to an external site.)</a> Chapter 2 ("Writing Stories") of <a href="#">User Stories Applied (Links to an external site.)</a> (note: this book is from before Product Managers were common – the Product Manager would do what they call the “customer” in this chapter.) Recommended listen (optional): <a href="#">Getting started with User Story Mapping - Jeff Patton - Mind the Product (Links to an external site.)</a> (39 min)	Arist: Learning Bit by Bit (Group 7)
	Prioritization Techniques	Watch: <a href="#">Embracing the Art of Prioritisation by Emily Tate - Mind the Product (Links to an external site.)</a> (22 min) Read: <a href="#">Product Prioritization by the Numbers - Mind the Product (Links to an external site.)</a>	

	Guest speaker	<a href="#">Troy Kaser (Links to an external site.)</a> , VP Product, Technology Services at F5 - formerly MD of E-commerce at Alaska Airlines	
May 18	Pricing	Read: <a href="#">How To Price Your Product: A Guide To The Van Westendorp Pricing Model (forbes.com) (Links to an external site.)</a> <a href="#">Our 6 Must Reads On Pricing a Product   First Round Review (Links to an external site.)</a>	
	Go-To-Market	Read: <a href="#">Designing a successful product marketing strategy - Mind the Product (Links to an external site.)</a>	
	Guest speaker	<a href="#">SuiLin Yap (Links to an external site.)</a> - Sr. Director of Product @ Warner Bros. Discovery, ex Product Lead @ Google, ex Facebook	
May 25	PR/FAQ reviews	Read: Group 1-4's PR/FAQs (look for the discussion board)	
	Guest instructor	<a href="#">Hala Saleh (Links to an external site.)</a> - Principal Product Manager @ Manifold (and next year's instructor!)	
Jun 1	PR/FAQ reviews	Read: Group 5-8's PR/FAQs (look for the discussion board)	Basecamp: Pricing (Group 8)

accommodation, is available at <https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/> (Links to an external site.). Accommodations must be requested within the first two weeks of this course using the Religious Accommodations Request form at <https://registrar.washington.edu/students/religious-accommodations-request/> (Links to an external site.).

---

## Code of Conduct



- By being a student in this course, you acknowledge that you are a part of a learning community at the Foster School of Business that is committed to the highest academic standards. As a part of this community, you pledge to uphold the fundamental standards of honesty, respect, and integrity, and accept the responsibility to encourage others to adhere to these standards.
  - You should treat communication in class and with me via email as a practice for communicating in a professional environment. Note, however, that it is not necessary to address me as “Professor,” instead you may address me using my first name. In professional environments, communication via email should always be polite and succinct. For general communication it is best to email me at the address I have listed above. I will generally respond to emails within a day; if you have not heard back from me in 48 hours please contact me again.
- 

## Tentative Course Timeline