Product Management is key to the success of any company, and for startups in particular. The Product Manager (PM) carries responsibilities to a wide range of activities, from product definition through competitive positioning and messaging to external audiences and customers. A product manager needs to interact and collaborate with multiple parts of the organization, including development teams, manufacturing, finance, sales and
executive management - hence a nickname “Product CEO” has been associated with the role. Many of the key skills needed in this field are “learnt on the job”.

Course Outline

Part 1: Product Management Overview

Product management is a strategic role that influences key company activities. Students will learn about the PM role, its responsibilities, and the interactions with other parts of the organization

1. The Product Manager’s Role
   ◦ Responsibilities and Tasks
   ◦ Relationships with the ecosystem
   ◦ B2C vs. B2B

Part 2: Product Definition

Product managers are responsible for defining new products, or enhancements to existing products. The process starts with understanding customers and the market landscape. Students will learn how to identify customer needs and translate them into key product requirements.

2. Understanding customers
   ◦ Discovering customers’ needs
   ◦ Segmentation and Personas
   ◦ Getting insights from data

3. Analyzing the Market
   ◦ Market research tools & techniques
   ◦ Customer interviews & observations
   ◦ The competitive landscape

4. Capturing Product Requirements
   ◦ User stories and Use cases
   ◦ Flows and Wireframes
   ◦ Requirements Prioritization
Part 3: Product Execution

Once the solution concept is defined, it is time to turn it into a real product. This section will cover the entire implementation lifecycle, and will focus on the work of the product manager with R&D.

5. Development Methods & Tools
   - Agile, Scrum methodologies
   - Continuous Integration/Deployment
   - Project management tools

6. Product Optimizations
   - Analytics and KPIs
   - User onboarding
   - Product-led Growth

7. Product Strategy & Roadmap
   - OKRs and KPIs
   - Creating Product Roadmap(s)
   - Product Lifecycle

Part 4: Business and Go to Market

Moving forward in the product lifecycle, this section will talk about post-development aspects and go back to business related topics. Students will learn about sales processes and how to define the go-to-market strategy (including pricing, positioning and partnerships).

8. Business models and pricing
   - Defining business models
   - P&L and Unit Economics
   - Pricing strategies

9. Messaging and Positioning
   - Communication channels
   - Building core messaging
   - Using Digital Marketing

10. Developing Sales Channels
    - Routes to market
Part 5: Putting it all Together

11. Managing Stake Holders
   ◦ Who are your “stakeholders”?
   ◦ Interacting with Engineers
   ◦ Partnering with Sales

12. The whole picture
   ◦ The PM role & challenges
   ◦ How to become one

Course Goals
The purpose of this class is to teach students the principles of product management and share practical lessons learned over the years.

Grading

Assignments

1. Mid-term assignment (individual) - Product market fit presentation (40%)
2. Final assignment (groups of 2-4 students) - Full product deck (60%)

Attendance: There will be no mandatory attendance. However, students are encouraged to attend the class. Those who participate physically in at least 10 classes, and pass the course (final grade >60), will receive 2 bonus points to their grade

Learning Outcomes
Students will learn how to define products, prioritize requirements, and prepare for launch and GoToMarket.
# Reading List

<table>
<thead>
<tr>
<th>Topic</th>
<th>Suggested Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Product Manager Role</td>
<td>Pragmatic Marketing (2013) The Strategic Role of Product Management. eBook</td>
</tr>
<tr>
<td></td>
<td>Why? The recursive process of working all the way back to the beginning gives us clarity about what to do next. [Simon Sinek TED talk]</td>
</tr>
<tr>
<td>Theme</td>
<td>Reference</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>OKRs, KPIs &amp; A/B testing</td>
<td><a href="https://medium.com/@achardypm/agile-team-organisation-squads-chapters-tribes-and-guilds-80932ace0fddc">https://medium.com/@achardypm/agile-team-organisation-squads-chapters-tribes-and-guilds-80932ace0fddc</a></td>
</tr>
<tr>
<td>Marketing and Go to market</td>
<td>The job is to make change: Great organizations change their people, and thus the culture. [Who Do You Want Your Customers to Become, book]</td>
</tr>
<tr>
<td>People don't buy drill bits, they buy holes: Organizations get stuck on what they do and how they do it, instead of thinking hard about what people dream of. [Clay Christensen video].</td>
<td></td>
</tr>
<tr>
<td>UX deliverables examples</td>
<td>UX Collective newsletter</td>
</tr>
<tr>
<td>Material design - guidelines and conventions for UX design</td>
<td></td>
</tr>
<tr>
<td>Psychological principles in product design</td>
<td></td>
</tr>
<tr>
<td>UX Collective newsletter</td>
<td></td>
</tr>
</tbody>
</table>

User onboarding and product optimization

User on board

Mobile apps screens in categories

Lean analytics cycles - Avinash Kaushik’s blog

How Airbnb uses data science

The evolution of Airbnb’s search