MiM 2023-2024
2 credits

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Product Management in the Digital Age

Introduction

As smart phones and tablets become common, digital services are proliferating and physical productsare becoming increasingly digital. Digitalization impacts most areas of the organization but especially product management which faces the challenge of managing digital or hybrid products (physical products enhanced by digital technologies). Digitalization not only impact the design of products but can require a significant change from the usual ways of managing product developmentprocesses.

Product management requires an interdisciplinary approach. Managing products is at the heart of many organizations since various functions and roles are involved. Both small and large organizationsseek to speed up their innovation cycles and create customer centric mindsets that will result in building successful offerings. Therefore, we need to understand the key actors, methods and approaches for managing products and services in the digital age.

Objectives

The course combines hands-on experience with concepts relevant to the everyday work life of product managers. The goal is to link abstract terms and practical examples to equip participants with a solid understanding of the product management role. The course benefits students who aspire to careers as product managers especially across industries with increasing digital or hybrid (physical products enhanced by digital technologies) products, and who are interested in innovation methodologies that originate from the digital age such as prototyping and agile.

Competences

Basic Competences

- CB6. Possess and understand knowledge that provides a basis or opportunity to be original in the development and / or application of ideas, often in a research context.
- CB7. The students know how to apply the knowledge acquired and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their area of study.
- CB8. The students can integrate knowledge and face the complexity of formulating judgments based on information that, being incomplete or limited, includes reflections on social and ethical responsibilities linked to the application of their knowledge and judgments.
- CB9. Students know how to communicate their conclusions and the knowledge and ultimate reasons that support them to specialized and non-specialized audiences in a clear and unambiguous way.
- CB10. Students possess the learning skills that allow them to continue studying in a way that will be largely self-directed or autonomous.

General Competences

- CG5 - Apply proven ethical criteria in making business decisions, respecting the intrinsic dignity of

each person and the achievement of the common good. (Integrity).
- CG6 - Develop a proactive and open mindset to organizational change in order to design and promote process improvement initiatives and facilitate one's ability to adapt to new organizational cultures. (Innovative spirit).

Specific Competences
- CE11 - Manage in a multidisciplinary manner for the definition of products and services, aimed at reinforcing their commercialization ("business development").
- CE13 - Promote an innovation process with an impact on the market. In particular, creativity, design thinking, and user experience (lean UX).

Content

The course is organized around main blocks:

- The Evolving Product Manager Role in the Digital Age
- Customer Development
- User Stories and Digital Touchpoints
- Rapid Prototyping
- Implementation Approaches with focus on Agile Development
- Minimum Viable Product (MVP) and Metrics
- Product Roadmap and Prioritization

Instructional Activities

AF1: Training sessions and meetings with the teacher (classes, seminars, lectures, tutorials, company visits, simulations): 25hrs
AF2: Individual student work (personal study, preparation of assignments): 25hrs
AF3: Teamwork (preparation of group assignments and execution of simulations): 8hrs
AF4: Evaluation tests: 2hrs

Evaluation

The modes of evaluation are:

• Project work and presentation that applies the session concepts and tools to digital product development (40%)
• Individual project interim review and Individual peer participation evaluation by project group (30%)
• Active participation in workshops and discussions (30%)

The IESE Business School's Honor Code and Learning Partnership apply to all activities in this course. For individual assignments, unless explicitly stated, you should not interact with anyone else. For deliverables to be done in teams you should interact only with the members of your team.