

Course Outline

Course Code	RSM 416 H1 F
Course Name	Technology Product Management
Term, Year	Fall, 2022
Course Schedule	L5101 Wed 7-9 p.m. / WO 25
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Phone	Office Hours	Office Link
Omkar Chetty	omkar.chetty@rotman.utoronto.ca	647-879-9007	Thursday 6 pm EST – 8 pm EST	online mechanism preferred

Course Scope, Mission and Learning Outcomes

This goal of this course is to demystify technology product management and reduce the barrier of entry into the product roles in the tech industry. This course will provide the foundational knowledge of product management, and cover the following topics (with real world examples/cases) -

- What is a PM? Why are they crucial both in large tech organizations and start-ups?
- What does a PM do and with whom do they work at different stages of the product life cycle?
- What are the attributes of successful PMs?
- What techniques do PMs use to understand customer needs and validate demand for a product?
- What does a PM need to know about user experience design?
- What is the difference between waterfall and agile software development methods, and when/why would one chose one over the other?
- Does a PM need to know about technology, e.g., tech stacks, APIs, databases? If so, to what extent?
- What are the next steps one could take to continue the product journey?

Course Prerequisites

RSM 250 (Principles of Marketing)

Course Materials

Required Readings

Please refer to the weekly schedule.

Evaluation and Grades

Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

Course Deliverable	Value	Due
Class Participation	20%	Ongoing
Group Presentations	20%	Due October 19 th at 9 pm EST
Individual Project 1	20%	November 16 th at 9 pm EST
Individual Project 2	20%	November 30 th at 9 pm EST
Final Assessment	20%	December 8 th at 6 pm EST (In-class)
TOTAL	100%	

Course Format and Expectations

This course will be a combination of frameworks and case studies from the world of product management. The students will be provided a list of required and recommended reading before each class and the instruction during the class will be mainly lecture based. Since the discipline of product management is constantly evolving, there is no one right way of building technology products. Therefore, the goal is to generate debate and discussion amongst the participants and challenge the status quo in product management.

Writing Assignments or Presentations

Individual Projects is intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can [book an appointment with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Team or Group Assignments

Group Presentations requires students to work in teams of 4. Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC

Centre for Professional Skills Writing Centre. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Class Participation

Students are expected to prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, students will be evaluated on the following:

- Thoughtful responses
- Understanding and analysis of topic
- Idea generation
- Promoting further discussion

Missed Tests and Assignments (including mid-term and final-term assessments)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office **on the date** of the missed course deliverable, e.g. missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a Request for Special Consideration Form and submit it along with your Absence Declaration on ACORN (please read the instructions on how to use the Absence Declaration in ACORN) within **2 business days** of the originally scheduled course deliverable.

Students who do not provide this information will be given a grade of 0 (zero) for the missed course deliverable.

Late Assignments

All assignments are due on the date and at the time specified in Quercus. Late submissions will normally be penalized by 20% if the assignment is not received on the specified date, at the specified time. A further penalty of 20% will be applied to each subsequent day.

Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Commitment to Accessibility

The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please [email Accessibility Services](#) or [visit the Accessibility Services website for more information](#) as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

Original

Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the [University's Plagiarism Detection Tool FAQ](#) page from Centre for Teaching Support & Innovation.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

[*The University of Toronto's Code of Behaviour on Academic Matters*](#) outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers.
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation

- Falsifying institutional documents or grades.

- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T or RC resources such as the RC Centre for Professional Skills, the College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit the [Information Commons Help Desk](#).

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are exempted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Weekly Schedule

Session	Date	Topic	Readings
1	Week 1 14-Sep	What is Product Management? / Lean / MVP / Product-Market fit	<p>Required Reading: <u>Why the Lean Startup Changes Everything- HBR</u> <u>Minimum Desirable Product - Andrew Chen</u> <u>Why Lean Canvas vs Business Model Canvas?- Ash Maurya</u></p> <p>Recommended Reading: <u>Lean Lexicon- Lean Enterprise Institute</u> <u>12 Things About Product Market Fit- A16Z</u></p> <p>Book: <u>The Lean Startup - Eric Ries</u> <u>Running Lean - Ash Maurya</u></p>
2	Week 2 21-Sep	Agile / Scrum / Kanban / Rituals / Product Strategy, Roadmaps, & Priority Setting.	<p>Required Reading: <u>What is the difference? Agile vs Scrum vs Waterfall vs Kanban</u> <u>Difference between Roadmaps & Backlogs by Roman Pichler</u> <u>Roadmap is not a strategy by Greg Geracie</u> <u>Say no to feature requests Intercom Blog</u> <u>Different ways to prioritize</u></p> <p>Recommended Reading: Book: <u>Sprint by Jake Knapp</u> <u>Product Roadmaps by ProdPlan</u></p>
3	Week 3 28-Sep	Personas / User journeys / Jobs to be done	<p>Required Reading: <u>Personas Vs Jobs to be Done by Nielsen Norman Group</u> <u>When and How to Create a Customer Journey Map by Nielsen Norman Group</u> <u>How to Run an Empathy and User Journey Mapping Workshop by Harry Brignull</u></p> <p>Recommended Reading: <u>Replacing the User Story with the Job Story by Alan Klement</u> <u>Designing Features Using Job Stories by Alan Klement</u> <u>Story Map Concepts by Jeff Patton and Associates</u></p> <p>Book: <u>Competing Against Luck by Clayton Christensen</u> <u>User Story Mapping by Jeff Patton</u></p>

4	Week 4 05-Oct	User Story Creation / User Story Mapping / Estimates / Points / Velocity	<p>Required Reading:</p> <p><u>Intro to Story Mapping - https://medium.com/@mal.sanders/top-5-takeaways-from-user-story-mapping-by-jeff-patton-f8c80cf73750</u></p> <p><u>How to Prep for Story Mapping - https://medium.com/@katerina_mnuk/user-story-mapping-tips-and-tricks-dea4e2ffbae4</u></p> <p><u>Common Mistakes Made When Using Story Points- https://medium.com/@mdalmijn/12-common-mistakes-made-when-using-story-points-f0bb9212d2f7</u></p> <p><u>Know Exactly What Velocity Means to Your Scrum Team - https://www.mountangoatsoftware.com/blog/know-exactly-what-velocity-means-to-your-scrum-team</u></p>
5	Week 5 12-Oct	Analytics Tools and Instrumentation / Business models / Pricing / Revenue Models	<p>Required Reading:</p> <p>1. Analytics Frameworks for the Startup Lifecycle <u>https://www.oreilly.com/learning/analytics-frameworks-for-the-startup-lifecycle</u></p> <p>2. How to Create a Tracking Plan <u>https://segment.com/academy/intro/how-to-create-a-tracking-plan/</u></p> <p>3. Navigating the Sea of Customer Data Tools <u>https://segment.com/academy/intro/navigating-the-sea-of-customer-data-tools/</u></p> <p>Recommended Reading:</p> <p>1. Segment Academy <u>https://segment.com/academy/intro/</u></p> <p>2. Lean Analytics Book Notes (bonus if you read the whole book!) <u>https://contentfiesta.com/book-notes/lean-analytics/</u></p> <p>Book: Lean Analytics by Alistair Croll and Benjamin Yoskovitz</p>
6	Week 6 19-Oct	Group Presentations	
7	Week 7 26-Oct	User Research & Feedback / Designing for Unconscious Cognitive Bias	<p>Required Reading:</p> <p><u>Good things happen with a PM pairs with a UX Researcher by Alëna louguina</u></p> <p><u>Crash Course in UX Design Research by Matt Lavoie</u></p> <p><u>Introduction to Behavioral Design by Jason Hreha</u></p> <p><u>Watch How better tech could protect us from distraction by Tristan Harris</u></p> <p><u>The true value of User research with Matt Gallivan</u></p>

			<p align="center">Recommended Reading: <u>Digital Behavioral Design by T Dalton Combs and Ramsay Brown</u></p> <p align="center">Books: <u>Just Enough Research by Erika Hall</u> <u>The Mom Test: How to talk to customers... by Rob Fitzpatrick</u> <u>Thinking, Fast and Slow by Daniel Kahneman</u> <u>Simple Heuristics that Make Us Smart (Evolution and Cognition) by Gerd Gigerenzer et al.</u> <u>Hooked by Nir Eyal</u></p>
8	Week 8 02-Nov	Retention vs Churn Saas Metrics / Working with technical teams	<p align="center">Required Reading: 1) https://www.gosquared.com/blog/saas-churn 2) https://www.saastr.com/want-to-understand-saas-if-nothing-else-understand-that-it-compounds/ 3) https://www.profitwell.com/blog/youre-calculating-retention-wrong</p>
9	Week 9 16-Nov	Design Theory / Human Centred Design / User Experience / Working with multidisciplinary teams	<p align="center">Required Reading: <u>Watch User Centred Design by Don Norman</u> <u>Watch Ted Brown Urges Designers to Think Big TedX</u></p> <p align="center">Recommended Reading: <u>Book: The Design of Everyday Things by Don Norman</u> <u>Book: Change by Design by Tim Brown</u></p>
10	Week 10 23-Nov	Technical Architecture / Code Smell / Tech Tips / Sales Enablement	<p align="center">1. Architecture <u>What is Software Architecture</u> <u>The Importance of Good Software Architecture</u> <u>Microservices versus SOA:</u></p> <p align="center">2. Deployment <u>Introduction to cloud deployment</u> <u>Cloud deployment models</u></p> <p align="center">3. Messaging <u>Introduction to message oriented middleware</u> <u>Reading on basic concepts of messaging</u></p> <p align="center">4. Persistence <u>Quick guide to database technology</u> <u>Difference between SQL and no-SQL</u></p> <p align="center">5. Third Party Integrations & APIs <u>The business of APIs</u></p> <p align="center">6. Web UI and User Interface <u>Articles on how to choose a UI framework</u> <u>The brutal lifecycle of JavaScript frameworks</u></p>
11	Week 11 30-Nov	Productive working relationships (trust, empathy, conflict)	<p align="center">Required Reading: <u>Empathy and Product Management by Ken Norton</u></p>

		resolution, feedback) / Product Marketing	<u>Manage Conflict by Building Your Product EQ by Kate Leto</u>
12	Week 12 07-Dec	Career Path of a PM / Final Assessment	<p style="text-align: center;">Required Reading:</p> <p style="text-align: center;"><u>Good Product Manager/Bad Product Manager A16z</u></p> <p style="text-align: center;"><u>What Is The Best Way For A Product Manager To Get A Director Or VP Job At A Start-Up? Forbes</u></p> <p style="text-align: center;"><u>What's the career path for a great product manager? Quora</u></p> <p style="text-align: center;"><u>Book: How F*cked Up is Your Management by Jonathan Nightingale</u></p>

Please note that the last day you can drop this course without academic penalty is November 16, 2022.

Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)

URL links for print

- Book an appointment with a writing or presentation coach: <http://uoft.me/writingcentres>
- Writing and Presentation Coaching academic support page: <https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/>
- Centre for Professional Skills Teamwork Resources page: <https://rotmancommerce.utoronto.ca/teamwork-resources>
- Book an appointment with a Teamwork Mentor: <http://uoft.me/writingcentres>
- Request for Special Consideration Form: <https://rotmancommerce.utoronto.ca/current-students/forms-requests-and-appeals/forms/>
- ACORN: <http://www.acorn.utoronto.ca/>
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: <http://studentlife.utoronto.ca/as>
- University's Plagiarism Detection Tool FAQ: <https://uoft.me/pdt-faq>
- The University of Toronto's Code of Behaviour on Academic Matters: <http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>
- Information Commons Help Desk: <http://help.ic.utoronto.ca/category/3/utmail.html>
- Become a volunteer note taker: <https://studentlife.utoronto.ca/program/volunteer-note-taking/>
- Accessibility Services Note Taking Support: <https://studentlife.utoronto.ca/service/note-taking-support/>
- Credit / No-Credit in RSM courses: <https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/>
- Rotman Commerce Academic Support: <https://rotmancommerce.utoronto.ca/current-students/academic-support/>