AN AGILE APPROACH TO PRODUCT MANAGEMENT
BUILDING SUCCESSFUL PRODUCTS IN AN AGILE WORLD

COURSE OVERVIEW
Course Code: BUS 15
Quarter: WINTER 2017
Instructor Names: Bernie Maloney and Muffi Ghadiali
Instructor Contact: Please contact the office for specific questions regarding this course

COURSE DESCRIPTION
This course presents a fresh, hands-on approach to Product Management in the context of Agile methodologies. In an ever fluid landscape, today’s product development processes present new challenges and opportunities to product managers and Agile practitioners alike. This course helps connect the dots between Product Management and Agile Frameworks, exploring the why, what and how of creating and delivering successful products that delight customers and build scalable businesses.

Through in-class group exercises, lectures, and local industry guest speakers, students will gain hands-on experience in product management and Agile methodologies by creating and iterating on business models, framing product ideas, and understanding team and organizational dynamics. As a bonus, pre- and post-class sessions will be conducted for students who want to gain additional insights.

The course also goes beyond traditional aspects of product development, discussing soft skills and psychological elements relating to career strategy and growth. Culminating in a panel of guest speakers from leading Silicon Valley companies and venture capital rms, this course aims to be particularly valuable for early stage product managers as well as those looking to work in product management.

COURSE OBJECTIVES
Using a combination of in-class group exercises, lectures and local industry guest speakers, this course seeks to provide hands-on experience in Product Management and Agile Methodologies.

As hands-on practice, students will create and iterate on business models, frame product ideas, and understand team and organizational dynamics. As a bonus, after-class exercises will be conducted for students who want to gain additional hands-on experience.
Culminating in a panel of guest speakers from leading Silicon Valley companies and venture capital firms, this course aims to be particularly valuable for early stage product managers as well as those looking to work in program management.

**Course Schedule:**

BUS 15  
Thursdays, 7:00 – 8:50 pm  
5 weeks, February 9 – March 9  
Limit: 40

**Required Text(s):** None

**Grade Options and Requirements:**

The true measure of our success is how you can apply the concepts presented into practice.

For No Grade Requested (NGR):
Just show up for class. This is the default grading option. No work will be required; no credit shall be received; no proof of attendance can be provided.

For Credit, without Grade (CR/NC):
Attend all five sessions. Record your attendance as covered in Week 1.

For Letter Grade:
Students may work either individually or in a team of up to 5 students. For letter grade, students will be required to compile and submit a project of at least 4 Business Model Canvases to demonstrate their application of both Agile and Product Management concepts. (The Business Model Canvas will be covered in Session 2. If the project will be submitted as a Team, that election will need to be made before Session 3).

**Please Note:** If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit / No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.

Video/audio consent: This class may be videotaped for future reference. Consent forms will be provided by the first session.
PRELIMINARY SYLLABUS

WEEKLY OUTLINE

SESSION 1
LECTURE THEME: WHY - PRODUCT MANAGEMENT AND AGILE, INTRODUCTIONS & CONCEPTS
• Course & Instructor introductions, expectations
• Overview of Product Management and Agile Methodologies, and why they intersect
• Participative Exercise: Self Organizing Teams
• Assignments for Session 2 preparation

SESSION 2
LECTURE THEME: WHAT - PRINCIPLES OF PRODUCT MANAGEMENT AND AGILE METHODOLOGIES CUSTOMER DISCOVERY AND BUSINESS MODELS
• What makes successful product managers
• Agile in Practice
• Business Model Canvas including case study
• Case Study: Market Research/Customer Discovery
• Assignments for Session 3 preparation

SESSION 3
LECTURE THEME: HOW - PRODUCT MANAGEMENT AND AGILE IN PRACTICE
• Forming Teams by Design rather than Default
• Participative Exercise: Agile Estimating – Effort / Value
• Describing the Product to a Team
• Assignments for Session 4 preparation

SESSION 4
LECTURE THEME: SCALING START-UPS AND MANAGING CAREERS
• Guest Lecturer: Eric Klein (Partner, Lemons Labs)
• Scaling Start-ups - The role of product management
• Start-up Strategies, Pitfalls and Case Studies
• Charting your Career Strategy
• Assignments for Session 5 preparation
SESSION 5

LECTURE THEME: WRAP-UP AND INDUSTRY PANEL

- Housekeeping (Grading, Assignments, Deadlines)
- Open Frame: Class Questions
- Moderated Panel
- Closing & Networking

Bernie Maloney, Agile Coach, Persistent Systems; Principal at GreenFieldZ

Bernie Maloney is an intrapreneurial leader who has grown businesses from break even to more than $100 million in revenue. He has more than twenty years of high tech experience with such firms as Bell Telephone Laboratories, Hewlett-Packard, and TiVo. He speaks often to Bay Area groups and consults with early stage startups, focusing on the Lean Startup Movement. He believes a little structure goes a long way, and that it’s possible to liberate latent potential in just about any person, any group, and even any industry. He received a Masters of Science in Mechanical Engineering from Virginia Polytechnic Institute and State University.

Muffi Ghadiali, Product Management, Lab 126 (a part of Amazon.com)

Muffi Ghadiali is an experienced product management leader with more than fifteen years of experience in building software and hardware products and services. Muffi was part of the founding team at OUYA, a disruptive video game start-up launched on Kickstarter.

Throughout his career, he has managed a range of consumer offerings, including software products, consumer devices, and online services for Lab126 (part of Amazon.com), IDC Research, Hewlett-Packard, Synaptics, and others. Ghadiali has lived and worked in India, Hong Kong, Singapore, and the US. He received an MPhil in computer engineering from Hong Kong Polytechnic University.