



centro adscrito a:



UNIVERSITAT POLITÈCNICA
DE CATALUNYA
BARCELONATECH

INNOVATION AND ENTREPRENEURSHIP

PRODUCT MANAGEMENT AND GROWTH HACKING. TEACHING GUIDE

[2022-23]

GENERAL DETAILS

Name of the module:	Product Management and Growth Hacking
Academic Year:	2022-23 First quarter
Degree:	MASTER'S PROGRAM IN MANAGEMENT AND LEADERSHIP
Number of credits (ECTS):	
Date of latest revision:	October 2022
Lecturer:	Mr Esteban Loiacono

1. GENERAL DESCRIPTION

The Product Manager (PM) is one of the key roles in a technology company. They are the leading managers in charge of the product in organisations in which the product is everything. Their role is much more complex and cross-sectional than that of a traditional PM in a marketing department of a consumer goods company. The role requires interdisciplinary skills and abilities: the PM must be knowledgeable about business, development and user experience. Currently, this is a profile which is difficult to find on the market. The job takes place in a very dynamic environment that requires a deep understanding of the client, as well as the skills needed to implement the vision of the product quickly and continuously.

Additionally, another key role in technology start-ups is that of the growth teams (also known as Growth Hackers). They are responsible for developing traffic acquisition channels and creating mechanisms for retaining user numbers, in order to achieve solid growth. You will learn that the Growth techniques are very specialised and they require a deep understanding of the different channels, formats and techniques used to achieve exponential growth in a short time period. This is a very intense discipline, and the survival of a start-up in its first years is dependent on this to a large extent.

As you may be able to guess, the two roles are very interconnected and they should work together to achieve the organisation's goals in a stage where many risks are taken, and it is necessary to quickly demonstrate that there is demand for the product and that there is a willingness to pay for it.

2. OBJECTIVES

- To clearly understand the roles of the Product Manager and the Growth team in a start-up, and to know what the goals and responsibilities of each are.

- To gain the skills and abilities needed in order to carry out the above cross-sectional and specialised roles.
- To know the key management techniques for a technology-based product.
- To create a growth model.

Both roles are relatively new in the context of very dynamic organisations, where many risks are taken, and which force accelerated development in order to achieve results quickly.

3. CONTENTS

UNIT 1. Product Management

UNIT 2. Creating a Growth model

UNIT 1. Product Management

Learning outcome

We will analyse the role of the Product Manager (PM) in a start-up or technology company. The role differs from that of the traditional PM in a consumer goods company. Their role is much more technical and multidisciplinary, as we will see throughout this module. The PM is a key figure in the evolution of the company, since they are the leading manager of the product and their task is to deliver a high-demand product to the market.

Contents

1. The role of a Product Manager within an organisation.
2. The art of conceptualising new products.
3. Taking decisions as a Product Manager.
4. Mistakes to avoid for a Product Manager.
5. Instrumentation of a Product Manager
6. *Post mortem* analysis.

UNIT 2. Creating a Growth model

Learning outcome

We will study Growth models. Once it has been established how the product fits into the market, and a certain amount of traction has been confirmed in the adoption of a product/service, it is time to invest in growth.

Contents

1. AARRR analysis model.
2. Creating growth models.
3. Growth management.
4. Examples of growth models in the main start-ups.

4. TEACHING AND LEARNING METHODOLOGY

Euncet Business School's experiential learning process brings together a combination of methodologies which, in a practical and innovative way, allow students to acquire skills specific to the professional exit profile that is expected for an executive program.

INTERACTIVE CLASSES

The teaching sessions will take place on the basis of continuous interaction between the students and the professors, who will teach with the objective of comparing the relevant concepts through the means of analysis and open debate, with the help of real-world case studies and simulations focused on decision-making.

CASE STUDIES

Solving hypothetical business issues to experiment with using a practical application of the theoretical content of the different subjects.

LEARNING THROUGH PROJECTS

Working in groups to develop and present tasks and projects, by responding to different situations or challenges.

5. ASSESSMENT

The Master's in Management and Leadership is based on a skills evaluation model. The student's progress is assessed on the basis of their accomplishment of various objectives set out throughout the study program, by means of reflection and analysis of case studies and a test.

The final qualification for the module will be calculated mathematically using the marks received in the two proposed assessed activities.

6. BIBLIOGRAPHY

6.1. BASIC BIBLIOGRAPHY

- *Growth Hackers* [en línea]. Disponible en: <www.growthhackers.com>.
- *First Round* [en línea]. Disponible en: <<http://firstround.com>>.
- *Mattermark* [en línea]. Disponible en: <<https://mattermark.com/blog/>>.
- *Brian Balfour* [en línea]. Disponible en: <www.coelevate.com>.
- *Reforge* [en línea]. Disponible en: <<http://reforge.com>>.
- Rekhi, Sachin. *Sachin Rekhi* [en línea]. Disponible en: <<http://www.sachinrekhi.com>>.
- *ThinkGrowth.org* [en línea]. Disponible en: <<https://thinkgrowth.org/>>.
- *Product Management* [en línea]. Disponible en:
<<https://www.diigo.com/outliner/1vb39l/Product-Management-Growth?key=w87nzwd53x>>.

6.2. FURTHER READING

- Detroja, Parth; Agashe, Aditya; Mehta, Neel. *Swipe to unlock: the primer on technology and business strategy*. 2017. ISBN 9781976182198.
- Eyal, Nir. *Hooked: how to build habit-forming products*. London: Portfolio Penguin, 2014. ISBN 9780241184837.
- Lerner, Cliff. *Explosive growth: a few things I learned while growing to 100 million users & and losing \$78 million*. Clifford Ventures Corporation, 2017. ISBN 9781544507200.
- Moore, Geoffrey A. *Crossing the chasm: marketing and selling disruptive products to mainstream customers*. 3.^a ed. New York: Harper Business, 2014. ISBN 9780062292988.
- Doerr, John. *Measure what matters: how Google, Bono, and the Gates Foundation rock the world with OKRs*. New York: Portfolio/Penguin, 2018. ISBN 0525536221.
- Hoffman, Reid; Yeh, Chris. *Blitzscaling: the lightning-fast path to building massively valuable companies*. Currency, 2018. ISBN 9781524761417.