**W4-Individual:**

**Product Management at Leading Companies**

Template

Student name:

Research how Amazon and Microsoft and Amazon practice product management. Fill the table with as much info as you can to answer these five questions. Try to find as many sources as possible (for example, job postings for PMs, etc.) Make sure to list all the references as an Appendix (20-30 references needed). Number the references and in the text mention the number of a specific reference. For example, see "The Product Manager" note that you have studied how references were presented.

Formatting: TNR 12, single space, 1 inch margins.

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| **Microsoft** | **Amazon** |
| 1. ***What are the PM responsibilities?*** | |
| Microsoft have more structured responsibilities for PM  1.Set vision and strategy: - Product Manager sets a vision about the future of how the overall product needs to be accomplished. PM also sets a strategy on how the vision will be achieved.  2. Road mapping: - It is the process in which product manager makes high level visual summary on how the product will be  developed and evolved over time.  3. PM interacts with customers and understands their needs: - the product manager at Microsoft acts as a bridge between the customer and the development team, he also helps in developing customer empathy to solve customer problems.  4. Handle advanced problems that perplex either customer or the developer team or both.  5. In some cases, the PM assesses the daily work report of the team and analyzes their to-do list and prioritizes their task.  6. Work with developers for quality analysis of the project.  7. Work with other Product Manager or program manager to brainstorm ideas.  8. Product Manager works with the UX/UI team to improve user experience.  9. Create product demos, and other sales tools that can help in better visualization of market plan.  10.apply technical and functional knowledge to adapt the product development with current trend | The product manager at amazon has more responsibility as compared to Microsoft.  1. Set visions and strategies  2. Set road maps with the help of customer feedback, business initiatives, and data analysis.  3. Set product development briefs to outline business requirements.  4. Amazon product manager works with third party customers, legal team, business development team, program managers and account manager.  5. Product manager has to analyze the feedback given by 3P customers across the publishing segments.  6. The product manager at amazon has to collaborate with the supply chain of the business so that they can develop an execution plan that works smoothly.  7. Prioritize tradeoffs:- the product manager at amazon should be able to prioritize which feature or aspect of the product is comparatively more important for the given situation.  8. Resolve team issues that can hinder team performance such as communication issues about the design between the UI team and design team.  9. Product Manager should work to constantly improve the product and the customer experience.  10. Initiate hands on troubleshooting and Product Manager should actively participate to assure customer issues are resolved smoothly. |
| 1. ***Describe the product team and organization structure*** | |
| Microsoft originally used to have functional structure as Bill gates want company members to be closely linked but with time company is now using divisional organization structure. In this structure each organization function is groups into a division.  Microsoft head CEO Satya Nadella divided Microsoft in two umbrella groups one is engineering group whereas other one is Business Functions.  The engineering groups contain Cloud and AI group, experience + Devices and Artificial intelligence & research, whereas business function contain business development group, corporate, legal affairs finance group etc.  Overall engineering group company is divided in four parts and business group company is divided in 9 parts.  Strength of Microsoft structure:   * It can make quick decision * It has increased effectiveness as work process is more streamlined * It is now more customer centric   Downside Microsoft structure:   * Duplication of work may occur as cloud plus ai vs research in ai are two division but can have same results * This model is more costly as it has many more senior leaders * This model can fail in coordination has it has many more division.   Microsoft product team has variety of types different model using different approach like Microsoft agile team can do scrum approach. In which, each team member attends a meeting in morning where they share their to-do list and how much work is done also what is to be done today.  For the upcoming days, this approach is efficient as it can be updated on day to day basis. Also, if a team member has difficulties in any task, they can approach to their teammates for guidance | Amazon has hierarchical organization structure. Its senior management team has three CEO and three vice president. responsible for various important aspects of amazon and they report directly to Jeff Bezos who is amazon CEO.  Amazon has flexibility in business for example amazon introduce fire Tv stick in India but product initially didn’t receive good reception, so Amazon quickly get tie up with local DTH provider to give fire TV stick for very low price. This approach gives amazon chance to introduce new and innovative products in the market.  Amazon organization structure uses many small teams to deal with various aspect of business. Amazon has high stability in top management, it has very high revenue but vey little turnover in its most important power plays for example amazon delivery is in net loss in India but capital generated by business like AWS keeps amazon in huge profit.  The hierarchal structure has several advantages such as:   * It creates a very define way for communication. * It offers multiple layer authority as person must support its superior and so on. * It is beneficial for entry level workers, as entry level workers has very low workload and more learning time, most of decision making is done by people above.   Disadvantages of using the hierarchal structure:   * It will centralize the power structure as entry level worker are at bottom. * It will create unnecessary bureaucracy as each idea is to be approved till top. * It can create unequal treatment in organization.   The product development team at amazon follows two pizza team rules. In which a project is executed by a team of 6 to 10 people, hence two pizza should be enough for them. This approach lead to a smaller team which makes communication and brainstorming more effective. |
| 1. ***How PM role and product organizations differ in these companies?*** | |
| PM roles at Microsoft  1.IN Microsoft generally the role of PM is more towards B2B (business to busines) as compare to B2C (business to customer)  2. in Microsoft product manager role are more defined. They do generally interact with other Pm, program manager, and technical program manager but there roles are defined.  3. approach: - the Microsoft PM used top down approach where head make decision which then followed by lower PM so in Microsoft lower PM has less say in product  4.less interaction with customer feedback  5. the product manager have less control on engineering team  6. product manager generally at Microsoft does not act like a middleman btw marketing and engineering  Example of how almost same product approach differ in both amazon and Microsoft  Product organization structure can be seen in azure and azure has more emphasis of a PAAS (platform as a service ) which is mainly for developers.  The structure at Microsoft is different than amazon Microsoft has product type division  The division at Microsoft is based on hardware and software products and organizational output  The Microsoft mainly focuses on product  Type division In main criteria for grouping person which company uses is product or output.  Microsoft is divided by one ceo in two parts were one part is engineering part whereas other part is business part.  Global corporate group these kinds of group include function that are seen essential it business such as human resources. | PM roles at amazon  1.in amazon the PM role is more fuzzy it is not properly distinguished from program manager or TPM the product managers. So product manager is expected knew jobs as well.  2. In amazon product manager has to work with marketing UX engineers and other PM at same time.  3. the amazon uses bottoms up approach in this pm and engineers make key decision on where the product approach should be  4. amazon product manager has high interaction with customer feedback  5. product manager has higher control on engineering team  6.PM at amazon acts as a link btw marketing and engineering  Aws services mainly focuses on IAAS (infrastructure as a service ) which is providing more of hardware need such as ram, storage over cloud than providing developers tools.  Amazon has hierarchical corporate structure  With CEO on top followed by CFO and other CEO then managers and so on.  The amazon is more customer obsessed and works on invent and simplify  Amazon project are selected based on two pizza rule hence low no. of people per project as compare to Microsoft  Global function group  Amazon unlike Microsoft doesn’t acquire many startups rather they believe in innovating.  Amazon employ stays at amazon for years and decade and remain loyal to company due to top stability. |
| 1. ***Who do they hire for PM and what is the interview process?*** | |
| The PM role in Microsoft is much more divided than amazon but the qualification required for amazon is almost same:-  With just less emphasis on multiple fields  1.bachelors degree prefereballyy masters  2. at least 3 + years experience  3. person should be able to have exceptional communication  4. experience in field such as retail finance block chain  5. able to communicate btw different  Managers such as program manager or TPM  6.able to translate business requirement into charts  7. strong leaderships quality  8. good problem solving skills  Step for PM interview  Step 1 send resume and referrals  Step 2 phone screens  Step 3 on site interview  Step 4 towards hiring comitte  Step 5 decision  Step 1 to 3 takes 2 to 3 weeks  Step 4 to 7 takes around 1 to 3 weeks  The question ask are    why pm position”  “ what will be your product strategy”  “how will you benefit us”  In india most of user has pirated windows how you will counter that” | The field of PM is huge, so PM required for different criteria required different qualifications  But in general we can have qualification require for PM are  1. At least bachelors degree but preferably masters in relevant field  2. At least 3 + years professional experience in product manager field or related field such as program manager or relevant field  3. the hired person should be able to handle multiple priorities in given time  4. should have good communication skills  5. hired PM should give attention to details,    Steps for interview  Step 1 candidate send his resume to amazon for pm posr  Step 2 call from HR or email:- hr call the selected person for interview  Step 3 telephonic or skype interview  Step 4 the selected PM is given sheet of paper where he or she has to do exercise from home  Step 5 on site interview this range btw six to seven interviews  Step6 hiring committing review  Step final decison  Step 1 to 3 takes 2 to 3 weeks  Step 4 to 7 takes around 1 to 3 weeks  Questions asked are  “why pm position”  “ what will be your product strategy”  “there are cases of fraud in several city in india where amazon products are returned by customer that are not faulty after use how will you deal with it” ( 1.question asked by Anirban jhuri)  “Netflix still has dominance over market how will you plan to counter it” |
| * ***How do they practice agile? What is the framework they use, team structure, etc? Scrum? Kanban? XP?*** | |
| The agile process encompasses rules, which helps to make it more convenient. Such as Interactions with individuals for tools and improvement.  There is exhaustive documentation on which software will work. Agile is much effective to construct and acknowledge to a revolution. Particularly in Microsoft, there is a V STS Team which is a developer division at Microsoft of 3500 members which divided into a team of 800 members.  The whole V STS team is dedicated to contributing to one product. The product is uploaded after the completion of the cloud service with a subscription. The team collaborates with a plan where they write, built, test, and deploy the code.  The team works in a nutshell and operates a 3-way sprint. In this technique at every interval of 3 weeks, a fresh piece of work is taken and the team works on it and completes it in the proper duration of time and deploys it to cloud service. This process is repeated throughout the year and gets delivered in the form of a packaged update. Release notes are also published, which shows them what updates are made in each package and descriptions have been changed in the recent update. Microsoft team uses the kanban board for the production of the product, which is used by the entire team. Agile is not something an individual does, but the team operates it. V STS team is subdivided into these elements. At the end of every sprint, every team sends a sprint mail interacting with each other that what they have accomplished and what they are planning for newsprint. Every year a new strategy is developed that is laid down in a set of documents and a set of storyboards for the entire team in which the leadership team is responsible. The team follows a pyramid approach in which leadership teams develop rules and roll it out to their applicants. Earlier In the software development life cycle, it was difficult to reiterate the feedbacks which are received from the customers. To overcome this difficulty 3-way sprint is used and modification is done with a packaged update in which code retesting and stability are measured. Microsoft mainly uses scrum framework and practices are done in the software development life cycle such as planning poker. It is used for collaboration between team members and making them understand what actually "'done" means. In this product, the owner acts as a leader and delivers what the actual need is. Scrum framework helps to get the team organized, reiterates, and improve the projects on which the organization is working on. | Amazon practices agility by providing liberty to solve their problems without any prescription or orders from the superior central authority. It lets the team deliver, create, and operate high quality in a short period. Teams of Amazon are stable and are together for the long term which performs agile practices. The development team consists of one manager to whom they give updates regularly. These practices help the team to perform scrum more efficiently. The team members are more in a free state which gave them the authority to apply their thoughts and including other teammate members also. When they have actual knowledge they make them practice to their fellow mates. One of the crucial points is Amazon shifted from dedicated servers to Amazon web services and omitted a slipped approach from their product management team. This states that individuals can deploy there code any of their servers at their accommodations and can perceive the business to move faster. Applying agility in practices gave better software productivity and become cost-efficient. While shifting to agile practices Amazon got developers, which deploy codes every 12 seconds. Amazon uses a scrum framework for agility which got implemented from the ground level. No deadlines and vital orders are presented to the developers. The organization is allowed to make changes in a short duration of time from base level as demand is made. Scrum allows us to be autonomous and self- directing which is used for the long term and stable teams. Amazon also practices by giving resources like training, email-based communities, and erudite coaches. Scrum helps to reiterate the vintage hierarchical method by suggesting flatter and more enhanced working structure. This type of organization can achieve excel by providing liberty to individuals which dynamically changes whatever is needed in a short period. Scrum encompasses a product leader, A production team, and a scrum master, instead of taking decisions from senior team manager the scrum team is cross-functional. Which means team coordination with their leniencies that how work should be done. Although the products are made or designed iteratively and incrementally, teams are highly effective in reiterating after taking feedback into account and continuous improvement. The development teams are broken down into bite-sized and the workload of the project is minimized while working in the form of sprints. Sprints are inner core elements of the scrum and have time duration of 3 to 4 weeks. Sprints are highly used for updates that are made in intervals. Scrum plays a vital role which ensures a team or organization works in an agile environment. |

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