

## HW6-Individual: Product Management at Leading Companies

### Instructions

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Research how Zoom and Google 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, blogs, etc.)

**References:** List all sources (20-30 references would be ideal). Include them in text as a superscript and include the detailed list in *References*. See the HW5 Example.

Formatting: use the Template below.

### Template

| Zoom  | Google   |
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| <b>1. What are the PM responsibilities?</b>   |  |
| <p><b><u>ZOOM PM responsibilities:</u></b></p> <ol style="list-style-type: none"> <li>1. Owning Strategy for Zoom products</li> <li>2. Partnering with Engineering teams</li> <li>3. Driving design of product</li> <li>4. Driving Implementation of product</li> <li>5. Feature specification of product</li> <li>6. Support as a consultant and advisor to Other PMs when designing new features</li> <li>7. Product code of conduct: every action to fall within companies policies, procedures and company practices</li> <li>8. Prioritizing and balancing User experience through Tradeoffs of</li> </ol> | <p><b><u>GOOGLE PM responsibilities:</u></b></p> <ol style="list-style-type: none"> <li>1. Conceptualization of new products and constructing Product Roadmaps</li> <li>2. Reading the Market Pulse</li> <li>3. Product Strategy Execution</li> <li>4. Driving Cross functional teams</li> <li>5. Feature test for Products</li> <li>6. Creating, Executing Go-to-Market strategy</li> <li>7. Driving Improvisation through Feedback</li> <li>8. Develop and manage engineering relations and ensuring that Product enhancements are tracked from</li> </ol> |

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| <p>global settings, local settings and switch controls</p> <p>9. Translating Non-technical and legal requirements to technical product requirements that scale for both Zoom client <sup>[1]</sup></p>  | <p>beginning to end as Product Lifecycle</p> <p>9. Advocating for user's safety and building trust with users</p> <p>10. Defined detailed user stories along with concrete steps to build products to solve them <sup>[2]</sup></p>  |
| <b>2. Describe the product team and organization structure</b>  |  |
| <p><b><u>ZOOM Organizational structure :</u></b></p> <ol style="list-style-type: none"> <li>Zoom has 5 major functional structure to define its organization structure</li> <li>Sales:<br/>1485 employees are into Sales functional roles. They constitute to 33% of total headcount</li> <li>Information Technology:<br/>589 employees work into functional roles in Information technology. They constitute 13% of total headcounts</li> <li>Engineering: 508 employees fall into functional roles across engineering domain. They constitute 11% of total organization</li> <li>Support : 251 employees are working into support functional job roles. They constitute 6% of total organization</li> <li>Others: 1885 employees are categorized into functional roles as Others. They constitute 37% of total organization of ZOOM</li> </ol> <p><b><u>Product Team</u></b></p> <ol style="list-style-type: none"> <li>Based on LinkedIn data:<br/>Senior Management PMs are driving Product Team of Zoom</li> </ol> | <p><b><u>GOOGLE Organizational structure:</u></b></p> <ol style="list-style-type: none"> <li>Google follows a cross functional organizational structure.</li> <li>Such structure follows matrix framework type.</li> <li>Main characteristics of google corporate structure are Function based, Product Based definition, Flatness</li> <li>Flatness: it involves minimization of vertical hierarchical lines of communication and authority.</li> <li>Function based :it refers to grouping resources and processes as per business function</li> <li>Product based definition: it refers to support of product-based groups which addresses innovation and competitive analysis of products <sup>[4]</sup></li> </ol> <p><b><u>Product Team</u></b></p> <ol style="list-style-type: none"> <li>Google has 8 levels of Product Managers</li> <li>Associate product managers (1<sup>st</sup> Level) are on levels who are responsible for certain features only</li> </ol> |

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| <p>2. Total count of Employee in organization : 4718 employees</p> <p>3. ZOOM has following existing Product team of :</p> <ol style="list-style-type: none"> <li>1. Seniors PMs</li> <li>2. Head of PMs</li> <li>3. PMs <sup>[3]</sup></li> </ol>   | <p>3. All levels; Associate product managers (2<sup>nd</sup> Level) -experienced PM1: level of PM who understands product in aspect of vision for their product area. PM2: they are good at overcoming obstacles PM3: owns larger products and have contributing towards new products</p> <p>SENIOR PMs: they are responsible for an overview of product with broader vision, they collaborate with VPs. GROUP PMs: PMs responsible for building teams and spokesperson for the product; DIRECTORS: PMs responsible for arrays of products <sup>[5]</sup></p>  |
| <p><b>3. How PM role and product organizations differ in these companies?</b></p>  |  |
| <p>ZOOM being a Startup, PM roles and ZOOM product organization differs in following ways:</p> <ol style="list-style-type: none"> <li>1. Close to Founders :<br/>PMs focuses more on being careful jumping to solutions and asking ‘why is this imp’ to team</li> <li>2. Fast Product Iterations :<br/>PMs at Zoom are focused more rapid product iterations</li> <li>3. Ratios of PM to Engineers:<br/>As per LinkedIn premium insights, ZOOM has mainly Senior PMs and Head of PMs and lower number of PMs</li> </ol> <p>Thus, they have very few Senior PMs to Huge base of Engineering , sales and other employees. <sup>[6]</sup></p> | <p>GOOGLE PM roles and GOOGLE product organization differs in following ways:</p> <ol style="list-style-type: none"> <li>1. Transparency :<br/>Google PMs are transparent with team with showing them right directions unlike amazon’s siloed</li> <li>2. Bigger picture:<br/>PMs have strong visionary to see big picture and show it to team</li> <li>3. Ratios of PM to Engineers:<br/>Google has very few PMs per engineer</li> <li>4. Product Strategy:<br/>among two common approaches Google uses bottom up approach</li> <li>5. Culture:<br/>Google has laid back culture with plenty of perks (free food etc) Quality of work is valued more</li> <li>6. Prior Experience:<br/>Google hires MBAs, Masters with</li> </ol> |

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|   | more emphasis on technical background <sup>[7]</sup>   |
| <b>4. Who do they hire for PM and what is the interview process?</b>  |  |
| <p>ZOOM is growing by 34% and hires only small sector of PMs in comparison to hiring base level engineers.</p> <p>Zoom still in process of development and follows unstructured process for Senior PM interviews:</p> <ol style="list-style-type: none"> <li>1. STEP1 :<br/>Resume, Cover Letter, Phone call<br/>(strongly based on strong 5-7 years of PM experience)</li> <li>2. STEP 2:<br/>PM rounds (multiple rounds)<br/>Product Design<br/>Product Sense<br/>Product Execution<br/>Product Strategy</li> <li>3. STEP 3:<br/>Senior Leadership Review<br/>Logistics and final Offer</li> </ol> <p>NOTE:<br/>Zoom being into Startup based environment has dynamic and changing methods for recruitments for Senior PMs and PMs <sup>[8]</sup></p> | <p>Google Hires MBAs, Masters, PhD with more technical oriented background people</p> <p>GOOGLE PM interview process and timelines:</p> <ol style="list-style-type: none"> <li>1. STEP1:<br/>Resume &amp; Cover letter, Referrals<br/>Based on your resume or referrals you are shortlisted</li> <li>2. STEP2:<br/>Phone screens (1 to 2 interviews)<br/>Recruiter asks product sense questions during phone interview</li> <li>3. STEP3:<br/>On site interviews<br/>Google conducts virtual interviews on google meet for 3 hrs with testing different aspects of product knowledge</li> <li>4. STEP4:<br/>Hiring committee recommendation,<br/>Based on one's performance,<br/>committee discuss strengths of candidate and his/her approach towards product management</li> <li>5. STEP5:<br/>Senior Leader reviews candidate's summary of interviews feedbacks</li> <li>6. STEP6:<br/>Compensation committee recommendations decides compensation and other logistics</li> <li>7. STEP7:<br/>Senior executive reviews the final</li> </ol> |

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|  | <p>offer, candidates position across suitable team</p> <p>8. STEP8:<br/>Final Offer is released with a deadline to candidate <sup>[9]</sup></p>  |
| <b>5. How do they practice agile? What is the framework they use, team structure, etc? Scrum? Kanban? XP?</b>  |  |
| <ol style="list-style-type: none"> <li>1. Zoom uses AGILE SCRUM framework mainly for its fast-paced development</li> <li>2. They increase the speed at which teams collaborate, adapting to remote fast paced environment where 70 percent of company is working remotely</li> <li>3. Zoom drives flipped workspace model in agile development</li> <li>4. Zooms method of Expectations of immediacy has speed their game for rapid agile development</li> <li>5. Employee distribution, well implemented rapid agile framework has strengthen ZOOM agility <sup>[10]</sup></li> </ol> | <ol style="list-style-type: none"> <li>1. Google mainly uses AGILE frameworks like SCRUM and EXTREME PROGRAMMING for agile development of products</li> <li>2. Team structure: Individual PMs and Other engineering teams carry out communication through process and tools</li> <li>3. Working software over comprehensive documentation<br/>Customer collaborations over contract negotiations; Responding to a change over following to a plan</li> <li>4. Google has a strong bias towards taking action and learning through experiences <sup>[11]</sup></li> </ol> |

## References:

- <sup>[1]</sup> [https://zoom.wd5.myworkdayjobs.com/en-US/Zoom/job/San-Jose-CA/Product-Manager-for-Trust-and-Safety\\_R2120-1](https://zoom.wd5.myworkdayjobs.com/en-US/Zoom/job/San-Jose-CA/Product-Manager-for-Trust-and-Safety_R2120-1)
- <sup>[2]</sup> <https://productmanagerhq.com/google-product-manager/>
- <sup>[3]</sup> <https://www.linkedin.com/company/zoom-video-communications/insights/>
- <sup>[4]</sup> <https://www.quora.com/How-is-the-product-management-organization-structured-at-Google>
- <sup>[5]</sup> <http://panmore.com/google-organizational-structure-organizational-culture>
- <sup>[6]</sup> <https://productcoalition.com/what-to-expect-as-a-pm-from-startup-to-scale-up-to-corporates-part-1-of-3-e7478117dd2b>
- <sup>[7]</sup> <https://productmanagerhq.com/5-ways-the-pm-role-varies-across-companies/>
- <sup>[8]</sup> [https://www.glassdoor.com.hk/Interview/Zoom-Video-Communications-Senior-Product-Manager-Interview-Questions-EI\\_IE924644.0,25\\_KO26,48.htm#InterviewReview\\_42265649](https://www.glassdoor.com.hk/Interview/Zoom-Video-Communications-Senior-Product-Manager-Interview-Questions-EI_IE924644.0,25_KO26,48.htm#InterviewReview_42265649)
- <sup>[9]</sup> <https://igotanoffer.com/blogs/product-manager/google-product-manager-interview>
- <sup>[10]</sup> <https://www.forbes.com/sites/karanmehandru/2019/10/22/slack-and-zoom-prove-the-future-of-work-is-agile/?sh=2e8fba595c46>
- <sup>[11]</sup> [https://www.forbes.com/2008/08/09/cio-agile-computing-tech-cio-cx\\_dw\\_0811agile.html?sh=33ca37ba4278](https://www.forbes.com/2008/08/09/cio-agile-computing-tech-cio-cx_dw_0811agile.html?sh=33ca37ba4278)