HW1-Individual: The Product Manager Note

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1. **What are the PM responsibilities?**
   Ans: Two primary responsibilities can be stated as:
   - **Product Definition:** Building definition of new product in terms of use case, market/customer needs Business cases, product owner, functional definition etc.
     This responsibility can further contain following :
     1. To identify if the product solves the customer pain points
     2. To identify if product is technically feasible to build
     3. To identify if product is economical viable.
     4. Collection and definition of Product Requirements
     5. Building Business Case if required (Product pricing, competitive analysis, go-to-market Strategy, Forecasting Sales, Profit)
   - **Product Development:** Defining plan to manage development phases of existing/new features of product, launch with respect to feature release or target areas like regions, new customer segment.
     This responsibility can further contain following :
     1. Product Requirements Prioritization
     2. Roadmap Creation (Creating Minimum Viable Product (MVP), product evolution & release map with respect to time)
     3. Cross functional Role Play (Managing different teams during Product Development)
     4. Customer Discovery & Validation
     5. Improvisation of Product Features

2. **Describe the product team and organization structure?**
   Ans: Product team & Organization structure can be given as:
   - **Product Team:** Product team can be defined as group of professionals in a company who are primarily responsible for engineering, development, sales and marketing for contributing to different verticals of product
     They are consist of following :
     Product Manager, CEO, Vice President of Sales/ Marketing, Director, Other executives etc.
     As the product grows across different verticals, segment of product team scales up.
   - **Organization Structure:** Organization Structure can be defined as necessary hierarchy for a team to defines each level, power, responsibilities and role which ensures smooth functioning for required team. For example: Facebook Hierarchy can be imagined as CEO on top of Hierarchy, followed by other professional team members as branches under him.

3. **How PM role and product organizations differ based on company size, product focus and other differences?**
   Ans: For any organization structure, Product Manager role and Hierarchy of Organization can differ based on company size, product focus and other differences.

   Few key factors can be stated as:

1. **Company Size:** For Startups (Nascent Stages Companies) decision making will involve PM as well as all team members. Whereas for Developed Companies Product Development is well structured and established.
2. **Product Focus:** Customer type impacts focus for the product development, for example for customer with diverse requirements put through standardized process for custom solutions to meet requirements.
3. **Decision Level Centralization:** In developed companies decision making is centralized senior board of executives or Senior PM, where a structure can be referred for a PM to get have senior authorities buy in for idea proposal.
4. **Varying Deployment Scale:** Varying on deployments based on product complexity PM role can vary as spending more time on several product components of product which will include coordination with other teams or if use cases are startups roles can vary as to launch multiple products (MVPs) along with tests and feedbacks following lean startup methodology.
5. **Development Role-Play (Product Owner):** for technology driven companies, PM can play role-play as Product Owner along with role play of a cross functional team player following Agile Water fall models for faster iteration of product features & release.
6. **Emphasis Focus (Business vs Engineering) :** PM roles could be engineering functional in case of technology driven companies whereas in case of business driven it could be around sales, resource planning, business development, marketing etc. This shift or cross functional across business vertical and engineering is often driven by CEO decision.

4. **What are the attributes of strong PMs?**
   Ans: Following are attributes to be successful as a Strong Product Manager :
   1. Influential Capabilities & Leadership
   2. Courage, Resilience and Tolerance for Ambiguity
   3. Understanding Market & Customer Pain Points influencing Business Decisions
   4. Analyzation of Process from Big Picture to detail
   5. Right Product Design, Strong Technology & Business Skills
   6. Ability to build Product Design Mockups (Wireframes, UX etc.)

5. **What are the key principles of agile development?**
   Ans: Following are key practices & principles of agile development :
   1. Sprint Cycles of Agile development should be short giving all teams constructive feedback feedback and can adjust designs quickly, a big advantage.
   2. Fixed Duration of Agile development cycles, where no matter what duration is never extended for incomplete deliverable in that sprint, in fact incomplete tasks are accounted under product backlogs.
   3. Cross functional and small Agile teams, which facilitates rapid decision making with each member sharing respective progress and to answer questions and make trade-offs.
   4. Feature Release in small batches and should be continuous, should make use of automated testing tools and can rely on project management tools to track timelines.

References:
[1] *The Product Manager* Note by Jeffrey Bussgang, Thomas Eisenmann, Robert Go (Harvard Business Publishing Education, 9-812-105, *January 8, 2015*)