

**University of Colorado at Colorado Springs
MKTG 609 Marketing Strategy (DMBA)
Course Syllabus SUMMER 2010**

General Information

Instructor: Professor Thomas Gruen
Office: Dwire Hall 355-D
Phone: 719-255-3335
e-mail: tgruen@uccs.edu
Web address: <http://www.uccs.edu/tgruen/>
Course prerequisites: None

Course Materials

- Course Text: *Framework for Marketing Management, Fourth Edition* by Philip Kotler and Kevin Keller, includes *Pharmasim* (Note: students can purchase the Fourth Edition without the integrated *Pharmasim*, but will have to purchase *Pharmasim* separately. Used copies of the text will not have the active code for registration).
- Case Packet: The cases are included in a case pack that is available through Xanedu (www.xanedu.com). At the Xanedu.com web site, you will need to register for the course and pay Xanedu directly to obtain access to the cases. Look for the coursepack titled MKTG 609 GRUEN SUMMER 2010. Once registered, you will be able to access the cases in PDF format, and you can print a copy for your use. The HBS cases require Digital Rights Management software (free download from Xanedu) to view their cases.
- Course Simulation: *Pharmasim*, This can be purchased directly from the simulation publisher, www.interpretive.com, or if purchased integrated with a new copy of the course text, students will receive a code to input when they register for the simulation.

Course Description

The pace of the summer course is intense. It covers in 8 weeks what is covered in a typical 16-week semester. In the first two weeks, we cover 6 chapters, 3 cases, and the entire Pharmasim workbook. Students should keep in mind that when taking this course in the summer session they are engaged in the equivalent of two regular semester courses during the 8-week period. Students who are not certain that they can maintain this intense pace should consider taking this course in the fall semester.

Additional note for Summer 2010 students: If you decide to drop this course to take it in the Fall semester, I will be using a different text beginning in Fall 2010.

Marketing 600/609 is a required course for all MBAs at UCCS. The course introduces students to a broad range of marketing concepts, focuses on application of marketing strategies utilized by marketing managers, and demonstrates the function and role of marketing in the firm. The major role of marketing in a firm (or any organization) is determining, creating, communicating and delivering a value proposition that meets the needs of its customers. In addition, marketing in its boundary-spanning role introduces the “voice of the customer” into the firm, helps build long-term relationships and ensures that firm’s builds equity with its

customers. The primary focus of this course is towards firms that are designed to make a profit, but the concepts and models taught in the course can easily be applied to not-for-profit or other institutions that seek to enhance their value to their various customer and stakeholder groups.

Course Objectives and Prerequisites

- For all students, regardless of major interest, the course provides a thorough investigation and application of marketing models and practices, outlines the process required to develop marketing strategies and marketing plans, and describes the nature of key strategic decisions (i.e., value creation, communication, delivery and extraction). Students will understand the role of the marketing manager and the nature of marketing decisions of the firm.
- Students will learn and be expected to apply the "language of marketing." By the end of the course students will have a solid understanding of marketing issues, the major decision areas under marketing responsibility, the basic interrelationships of those decision areas, and an appreciation of how to apply key marketing frameworks and tools in a variety of business settings.
- Detailed learning objectives are provided at the beginning of each module.
- **Course Prerequisites:** There are no specific prerequisite courses for Marketing 609. Students should have a good understanding of the following concepts and/or skills:
 - Economics: Basic microeconomics concepts, especially supply and demand, elasticity
 - Math and Statistics: General overall knowledge of basic statistics from a business or social sciences statistics course; basic algebra skills
 - Accounting: Solid understanding of all components of an income statement and balance sheet; understanding of fixed vs. variable costs
 - Computer skills: Students need to be familiar with spreadsheets and word-processing, and students have access to the Internet to access the course web site.
 - Writing skills: Students should be able to communicate clearly through their writing.

Course Culture and Pedagogy

The course combines three essential methods of learning:

1. Text and lecture to present the course content
2. Case analysis for application of each module of course content
3. *Pharmasim* marketing strategy simulation for integration of the course modules

All three methods of learning in this course require advance preparation by the participants.

- The presentation and exposition of the marketing concepts will require that students read the assigned text chapters before each module begins, and be able to apply these when analyzing the case for the module. To complement the text reading, the instructor has provided a short PowerPoint guided lecture that in some cases emphasizes and in other cases supplements key concepts presented in the text.
- Case analysis will require either (or both) individual written case preparation and/or an on-line class discussion of the case. For each module, after students have submitted their written cases and/or the discussion period has been completed, the instructor will provide a summary of his position on the case analysis as well as the key "take-aways" from the case.

- The nature of the course is such that, each module builds upon the one before it to create an overall model of marketing management and strategy. In order to connect and apply all of the pieces of the model, the course also features an ongoing computer simulation. Work on the simulation begins early in the course, and teams will develop initial marketing strategy approaches and begin playing the simulation during the fifth module (beginning of the third week of the course).

Questions for the Professor or the class TA should be directed to **e-mail** (tgruen@uccs.edu), which is also where e-mail messages are routed when sent through the e-College course platform. If you have a question about an assignment, try to ask as far in advance as possible before the assignment due date in order to insure that you will receive a timely response. The professor will normally respond within 24 hours. Administrative questions are often answered by the course TA.

Weekly Routine.

- **The course contains 12 modules** (conveniently numbered 1-12!), and each new module begins on a Sunday or a Thursday. For each module, students are expected to have read the assigned text and case materials prior to the start of the module. Generally, the course covers two modules per week.
- For each module, the instructor provides a PowerPoint based lecture available for students to review. This lecture discusses the primary models and concepts for the session. The lecture is designed to supplement, enhance, or emphasize the text reading.
- Except for modules 1 and 12, each module includes a case assignment. For six of the modules (2,3,4,7,8,11), all students will turn in a one-page write-up of the case analysis based on the questions provided in the Course Study Guide. For four of the modules (5,6,9,10), students will be assigned a “major write-up” for two of the four cases (but no written submission will be required for the other two cases). The case write-ups are due by 11:59 p.m. Mountain Time on the due date.
- For the modules that accompany the major case write-ups (5,6,9,10), we will hold a “case discussion” that will begin on Tuesday at noon MST and end on Wednesday at 11:59 p.m. MST. Students are expected to “attend” each of the four case discussion sessions for at least one-hour (may divide it into two segments), and specific instructions for participation are provided below. Students are expected to carry the load of the on-line discussion, and the instructor’s involvement will be limited to monitoring the discussion, asking questions, clarifying difficult points of the case, and asking for clarification of student posts. Following the closure of the discussion, the instructor will post a follow-up summary of the case discussion highlights and take-aways.
- For the other six case modules (2,3,4,7,8,11) there will not be a formal discussion period. An informal discussion thread will be provided so that students may carry on a discussion of the case. The instructor will not monitor discussion of these modules. The instructor will post a follow-up summary of the case highlights and take-aways shortly after the due date for the case write-ups. Because the instructor summary provides the “answers” to the case questions that should be addressed in the case write-ups, any late submissions will be penalized. Refer to the grading policies section.
- The final week of the course will be an exam week, and the final *Pharmasim* report is also due.
- Throughout the course, the *Pharmasim* simulation will be running with specific assignments for each module. Refer to the section on *Pharmasim* for more information.

“What’s hot in marketing.” Students can populate the “weblibliography” section of the e-college platform, when they find articles or web sites of interest to the class. This is a useful way to enhance a class participation grade.

Participation in Class Discussions. Students are expected to participate for a minimum of one-hour during each of the four formal case discussion periods (Modules 5,6,9,10) that run from Tuesday at noon MST and end on Wednesday at 11:59 p.m. MST. Each student will be expected to contribute to at least two discussion threads per week. The instructor will begin each discussion thread with a question or comment about the week’s case. The minimum requirement is that each week each student must respond satisfactorily (see below criteria) to one of the questions, and make a value-added reply to another student’s posting. Meeting this minimum requirement will earn students a “B” grade for the week’s discussion. Additional points may be earned each week with additional valuable contributions. Keep in mind that all students need room to participate. In other words, while your input is valuable, consider your peers. *Modifications to on-line class participation requirements will be made based on class size and needs as the course progresses.*

Students should be willing to share ideas with the class and also be willing to read other student’s contributions. Active participation helps students test their own assumptions and assertions. Your enthusiasm, your intellect and your virtual presence can contribute tremendously to your learning. This is a graduate level course and the students bring a wide diversity of perspectives and experience to the class. Take advantage of your colleagues’ knowledge and ideas, and do your part by being prepared and contributing to the on-line class discussions. Participants are expected to come to the forum prepared to discuss, ask questions, and contribute to the learning process. Also, be sure to keep a “thick skin” for when points are challenged. This contributes to learning. Thus, class on-line participation is a critical component of the evaluation of a student’s performance.

Evaluation of Class Discussion: When evaluating class participation, contributions are rewarded that:

- 1) get the discussion off to a productive start,
- 2) shape the discussion through the introduction or use of concepts and frameworks,
- 3) provide enlightening quantitative analysis,
- 4) help change direction when needed,
- 5) summarize others' comments, all in a concise manner with avoidance of repetition.

Course Assignments

1. Formal Case Write-ups

From four of the modules (5,6,9,10), each student will be assigned **two cases** (no write-up will be required for the other two of the four modules) where they write and submit a two-page (maximum not including appendices) typed case analysis. Please submit as Word or Rich Text Format documents and use the following formatting guidelines: Times Roman 12-point font, one inch margins, single spaced with two line spaces between paragraphs. **These are due by 11:59 PM mountain time on the Mondays of the assigned week.** Submit all assignments to the module dropbox. Students should feel free to discuss the case with other students when preparing the written analysis, but the write-up should be individual work.

The written case analysis should follow this format:

- Paragraph 1: State the primary problem of the case (the issues and decisions that need to be made), and start with the following sentence: “The primary problem (issues and/or decisions) facing

management in this case is (are)....” Define the problem and critical decisions that must be made, and briefly cite the relevant facts from the case to support your problem definition. *Do not waste your allowed space by repeating case facts at length. The instructor has already read the case.*

- Paragraphs 2 and following: the analysis should focus on the questions associated with the case. These questions are provided in the Course Study Guide. Number and answer each question separately. The questions are designed to assist in a logical analysis of the case. Use the case facts to support your analysis.
- Closing paragraph: State your recommendation along with your reasoning, “If I were responsible for solving the problem, I would do the following...” (describe what you would do and why you would select this course of action from alternative courses of action).

Tips for getting high scores on case write-ups:

- When there are “numbers” provided in the case, they normally need to be analyzed. Summarize and reference the analysis in the write-up, and attach the analysis as an appendix to your paper (does not count in the two-page limit).
- Liberally use the marketing terminology from the current module as well as that used in previous modules (the point of using cases is to apply the models and concepts from the module).
- Keep in mind that this is a marketing course, so keep the focus on the marketing issues.
- Stick to the point. An evaluation is being made on two pages of writing.
- Follow the format described above.
- Write clearly and avoid spelling and grammatical errors. This really bugs the instructor. If you are not a strong writer, have someone edit your paper before you submit it.
- Be sure you make a decision and state your decision clearly. Suggestions to “do additional research” normally indicate that you have not made a decision, and these papers will receive lower scores.
- Pre-grade your write-up against the grading template (found in the Document sharing) used for grading formal case write-ups. Would you give the paper a high score?

2. Single-page Case Write-Ups

For six of the modules (2,3,4,7,8,11), each student must hand in an individual 1-page analysis of that module’s case. This report should follow the general format of the Formal case write-ups, but should focus on identifying the key issue(s) in the case, and a brief summary of the case questions. For the single-page write-up, the case questions will help guide your thinking, though you need not answer every question.

Single page case write-ups are due on the Tuesday or Friday specified in the course schedule, by 11:59 PM Mountain time. Submit all assignments to the appropriate Dropbox. These reports will be read and they will be graded on a 0-2 point scale, and will not be returned to students (i.e., students do not receive specific feedback on these, except for the mark provided in the gradebook). These function as a component of the class participation grade, and an adequate job turned in on time will provide students with 12 points towards their class participation grade (2 pts x 6 cases). Papers that lack insight into the case will receive 0 or 1 point, Occasionally an extra-credit point will be awarded to exceptional insight in the one-page analysis.

3. Exams

There will be a midterm and a final exam that covers the content for the course. These consist of a series of multiple-choice questions designed to measure the comprehension and understanding of the basic concepts and models reviewed in the weekly lectures and cases. The exams may include a written component as well.

Exam questions will focus on the application of marketing concepts to a specific problem and will closely follow the weekly module assignments and discussions.

The exams may be taken any time during the days the exam is made available, although students will have a two-hour time limit to complete each exam. Students are free to consult the text or other materials when taking the exam, however, advance preparation will be required to complete the exam in the limited time frame. Approximately one week before each exam, the instructor will provide a study guide in Doc Sharing to help students focus their preparation.

4. Group Simulation: Pharmasim

In order to integrate and practice the various components of marketing strategy, the class will run a simulation called *Pharmasim*. This will be conducted by student teams, and teams will be competing against other brands in the simulation, but not directly against other student teams (i.e., one team's decisions do not affect the results of other teams). Teams will be evaluated based on both their general strategy / approach to the simulation, as well as their profit performance and market share relative to the other teams and established benchmarks set by the simulation creator, *Interpretive*.

Registration for *Pharmasim* will begin in the first week of the course, and students will register directly at www.interpretive.com using the login and password received from *Interpretive* when they register. Students should read the *Pharmasim* case and Operations Guide during the second week of the course. During the third week of the course, the instructor will form teams. Team size and composition will depend on class size, normally three or four students. Teams will select their own team leader who will be responsible for inputting the team's decisions into the simulation at www.interpretive.com.

By the end of the third week of the course, students are expected to know how the simulation is run and will be required to take a 10-question quiz at www.interpretive.com. Teams should also begin developing their initial strategy to enter the simulation. Teams will play the entire simulation at the Brand Manager level.

During the fourth week of the course, teams will be able to practice the simulation by trying different combinations for periods 1 and 2, replaying each period up to three times. At the conclusion of the practice period, each team will be required to submit a 1-2 page write-up that describes their initial strategy (one per team) to maintain leadership in both profits and market share. Better teams will also look ahead and plan their general tactics for later rounds including product enhancements and brand extensions.

On June 24, all teams will have the simulation reset to Period 1, and the competition begins. Teams will continue running the simulation at their own pace through 10 rounds, and must have the final round completed by July 10.

During final exam week, each team will also submit a paper summarizing their team's strategy throughout the simulation as well as their views on their relative success. This should also include a section on how, looking back, they may have used a different strategy or otherwise modified the strategy they chose. This paper is a crucial component of the overall grade the team will receive. Specific instructions for the paper are included in a document in Document sharing.

Grading for *Pharmasim* will be based on the following components:

- Overall profitability and market share of the firm throughout the game relative to the other teams and Interpretive *Pharmasim* benchmarks (40%)
- *Pharmasim* Quiz (10%),
- Initial Marketing plan strategy (10%),
- Final paper including strategy throughout the game as well as position of the firm to move forward in the future (40%).

All students on the team will receive the same grade (except for the quiz portion). However, there will be peer evaluations required and clear cases of “free-riding” typically leads to reallocation of points within a team.

Course Evaluation and Policies:

Students will be assessed on the degree to which they demonstrate mastery of the course objectives. Learning objective mastery will be assessed through four distinct measures with the following weights:

Formal Case write-ups	20%
Exams	30%
Course Participation	20%
Pharmasim	30%
TOTAL	100%

The grading scale is: A 93.0-100; A- 90.0-92.9; B+ 88.0-89.9; B 83.0-87.9; B- 80.0-82.9; C+ 78.0-79.9; C 73.0-77.9; C- 70.0-72.9; D 65.0-69.9; F < 65.

General Policies on Class Governance and Conduct

Syllabus: This syllabus is designed to be a helpful guide to the course, but it does not function as a contract. The instructor reserves the right to make any changes to any aspect of the course at any time including student assessment.

Course feedback: Students are expected and encouraged to provide constructive feedback to the instructor regarding the course at any time. Near the end of the course, each student must complete a formal course feedback questionnaire that is required by the university.

Late assignments: Only assignments that are received by the due date and time are eligible to compete for a top (i.e., “A”) grade. Late work will be accepted and must be received on or before July 17, 2010 to receive any credit. Late work is eligible for a maximum 80% (“B-”) grade.

Student Behavior and Academic Honesty: Students are expected to operate in an ethical and professional manner on all discussions, assignments, and exams. Students are expected to understand and follow all university guidelines and policies regarding academic and personal conduct.

Marketing Strategy—MKTG 609
Semester Schedule for SUMMER 2010

Refer to the weekly modules for additional details on assignments. Note all assignments are due to the drop box by 11:59 p.m. Mountain time on the date indicated.

<u>Week</u>	<u>Topic for Class Discussion</u>	<u>Assignment</u>	<u>Case</u>	<u>Pharmasim</u>
Module 1 May 23- 26	Understanding Marketing and Marketing Strategy	Kotler 1,2,4	None.	Interpretive sends logins and passwords to students
Module 2 May 27-29	Marketing Strategy Making and Planning: Business Strategy and Marketing Strategy	Kotler 1,2,4	Encyclopedia Britannica (1 page write-up due Friday May 28)	Register for Pharmasim at www.interpretive.com
Module 3 May 30- June 2	Marketing Research and Competitive Information	Kotler 3	Reagan-Bush (1 page write-up due Tuesday June 1)	Read Pharmasim Case (Section 1, pp. 1-30)
Module 4 June 3-5	Consumer and Business Buyer Behavior	Kotler 5, 6	Black & Decker. (1 page write-up, due Friday June 4)	Read Pharmasim operations guide (Section 2, pp. 31-98)
Module 5 June 6-12	Segmentation, Targeting, and Positioning	Kotler 7, 9	*Custom Research Cases due Monday June 7, discussion June 8-9.	Pharmasim teams assigned; teams select team leader; Take Pharmasim quiz, online at www.interpretive.com .
Module 6 June 13-16	Pricing	Kotler 12	*Cumberland Metal Industries Cases due Monday June 14, discussion June 15-16.	Practice period 1 with 3 replays
June 17-19	Midterm Exam (Available Thursday-Saturday, June 17-19)	Take Exam	None	Practice period 2 with 3 replays
Module 7 June 20-23	Product and Brand Management	Kotler 8, 10	Aqualisa Quartz (1 page write-up, due Tuesday June 22)	Initial team marketing strategy due on June 23; finish practice
Module 8 June 24-26	Services Marketing	Kotler 11	Rosewood Hotels: Branding and CLV (1 page write-up, due Friday June 25)	Restart to Period 1 on June 24, teams begin “live” play at own pace.
Module 9 June 27-June 30	B2B, Channels, and Supply Chain Mgt	Kotler 13, 14	*WESCO Cases due June 28, discussion June 29-30	Continue “live” play
July 1-4	July 4 Holiday Break	Have fun!	None	
Module 10 July 5-7	Integrated Marketing Communications	Kotler 15, 16, Moriarity IMC article	*Reynolds Metals Company Cases due July 5, discussion July 6-7	Continue “live” play
Module 11 July 8-10	Direct Marketing, e-commerce sales, and Sales Force Management	Kotler 17	None	Finish “live” play by July 10
Module 12 Jul 11-17	Exam Week (Exam available all week)		None	Team final report due Thursday July 15 th !