

MKTG4550.80: MARKETING STRATEGYCourse Syllabus

Instructor: Dr. Vaidotas Lukošius,
Associate Professor of Marketing

Email: vlukosius@tnstate.edu
Class Hours: T 5:30 - 8:30 PM
Class Room: AWC 250

AWC Campus Contact Information	Office hours
Office #: K-401	M 11:30AM – 5:30PM
Phone: (615) 963-7128	T 4:30 PM – 5:30PM
Secretary: (615) 963 7123	W 11:05AM – 2:05PM (via eLearn)

Description

This is a capstone course in Marketing (to be taken near graduation). It focuses on strategic planning and operations, which integrates various topics such as the marketing concept, market segmentation, brand building, consumer attitudes, marketing research, and integrated marketing communication. A computer-based marketing simulation as well as business plan is required.

Course goals:

- To develop a comprehensive understanding of the functions, contributions, and tools of marketing in the overall business enterprise.
- To learn to think strategically in terms of marketing opportunities and threats.
- To understand the role of external environmental influences on marketing activities.
- To develop an in-depth understanding of the marketing concepts most relevant to chief marketing executives.
- To introduce students to the technology used by marketing managers.
- To enhance students' problem solving and marketing decision making skills.
- To aid students' in understanding the functional areas of strategic marketing.

TextbooksMandatory:

- Marketing Strategy, Ferrell, O.C., and Michael Hartline, South-Western College Pub, 5e, ISBN 978-0538467384, © 2010.
- Markstrat Online Student Handbook (w/Online ID card), Jean-Claude Larréché, Hubert Gatignon and Rémi Triolet, StratX International, ISBN 0-9743063-0-4. URL: <http://www.stratxstore.com>
Please note, used books should not be purchased or sold. Each book comes with a unique serial number that is to be used by the person who purchased the book only.

Optional:

- Markstrat: 3 (Paperback), Jean-Claud Larreche, Scientific Press, ISBN 0538880899, © 1997.
- The Marketing Plan Handbook (Paperback), Marian Wood, Prentice hall, ISBN 978-0132237550 © 2008.

Teaching Method

Primary teaching method will be lectures supplemented by in-class discussions and secondary method will be Markstrat simulation. Additionally, off-site company visits and/or guest speakers from industry will be arranged to familiarize the student with the topics not covered in the lectures.

Attendance

If a student will fail to attend the first two weeks of classes then he or she will receive an 'X' for the course. (NOTE: 'X' is equivalent to the letter grade 'F'. Contact the academic records office if you are unsure about the meaning of the letter grade 'X'.)

Submitting your work

Unless noted otherwise, submission of all term papers, reports, assignments, etc. can be done only via D2L Dropbox feature. The instructor will not accept emailed attachments, papers printed and deposited in mailboxes, etc.

Grading Policy and Grading Scale

Your course grade will be computed as follows:

<i>Grade Component</i>	<i>Weight</i>	<i>Assessment</i>
7 Executive Briefs @ 2%	14%	<i>Individual</i>
Featurette	8%	<i>Individual</i>
Marketing Plan	10%	<i>Team</i>
Decisions Report	10%	<i>Team</i>
Strategic Report	10%	<i>Team</i>
MARKSTRAT Performance	20%	<i>Team</i>
12 Quizzes @ 1.5%	18%	<i>Individual</i>
Final	10%	<i>Individual</i>

A = 90+, B=89.9-80.0, C=79.9-70.0, D=69.9-60.0, F=59.9-0

Executive Briefing

On Tuesdays each team will meet with the course instructor for executive briefing session. A total of seven executive briefing sessions are scheduled with each team. The purpose of each meeting is for the students to demonstrate their preparedness for the upcoming decision. The meetings will last for about 10-15 minutes. Instructor will use a grading rubric (located at the end of this syllabus) where each team member will be evaluated on a list of set criteria. Each student will be graded individually and, therefore, must be prepared to discuss not only his/her part of Markstrat decisions but also decisions to be made by other team members.

Executive briefs have to be turned in before the actual meeting with the professor. Briefs have to be turned in using D2L Dropbox feature. Emailed briefs will not be accepted.

Current News Featurette

Each class, a student will present a news featurette. To earn full credit, it has to meet the following criteria: 1) relate to current chapter, 2) at the most, be 3 months old, 3) has to be either a video segment (e.g., MSNBC, CNN) or web-article, 4) be presented in a professional manner with one-page write-up. Links have to be submitted via DropBox to the course instructor at LEAST 24 hours ahead of scheduled class time.

Markstrat

Spring 2013 Markstrat ID is A31664

The *Markstrat* marketing simulation pits five (or six) firms within a consumer electronics good market against one another. The *Markstrat* simulation will allow you to experience simulated marketing decision making in a 'real time' sense.

During each decision period, you will make decisions about:

- the number of brands to produce,
- the quantity of each brand to manufacture,
- the amount of advertising dollars to spend on each brand,
- the suggested retail price of each brand,
- the perceptual positioning of each brand,
- the number and allocation of salespersons across the channels of distribution,
- the number and characteristics of all R&D projects, and
- the number of marketing research studies to purchase.

The simulation game is not 'Monopoly' where success depends on the roll of the dice. Therefore, each team should take the game seriously and apply the business concepts they have learned in the past.

The Game Master Announces the Following Playing Conditions:

Game Condition 1: The Game Master does not participate in any way.

Game Condition 2: Read the manual many times, it's all you have.

Game Condition 3: All teams start on a level playing field.

Game Condition 4: Stock price determines who wins the Industry.

Game Condition 5: There is only one winner per industry.

During the course of the semester each team will meet individually with the instructor regarding the previous round and present their analysis and planning. The simulation requires that each team turns in their decisions via online submission **NO LATER than Monday at 1PM each week**. In case the team misses the deadline, the course instructor is going to replicate the decision that was made one week earlier. Typically, 'replicated decisions' result in a very poor outcome and significantly lower stock price.

Winning teams will get an A on simulation portion of their course grade. Other team's grades will depend on the degree of competitiveness exhibited during the last period profits. However, you must end with a profit on the last period to get a passing grade on the game (i.e., C or higher). Grades will be determined as follows: Teams within the following percentages of the winners will receive the grades shown. Within 16% A, 40% B, 100% C. At less than 100% of the winner, the team has losses and an F.

Hence, competitive teams could get A's or B's, while "out of it" teams could F's. However, I will look at the competitiveness during the last 3 periods to determine if some deviation from the above scale is appropriate. That is, if the competition in an industry is particularly good or interesting over the semester, I may consider revising the above percentages upward.

Marketing Plan Report

Your first Markstrat report is a comprehensive marketing plan for your firm. Your marketing plan should cover the eight-year period from Period 2 to Period 9 (inclusive). As your Period 1 decision is meant primarily to familiarize you with the Markstrat simulation, Period 2 is the first period in which you might follow an eight-year marketing plan. By the end of Period 2, you should be sufficiently familiar with Markstrat to write a meaningful marketing plan.

Be certain to include whatever detail is relevant to the Markstrat world. For example, monthly planning is irrelevant to success in Markstrat. Thus, you only need be concerned about five years of annual forecasts. Note that a comprehensive marketing plan should require around 10 double-spaced typewritten pages (with 1" margins and either a Times Roman 12 pitch or Arial 11 pitch font), excluding exhibits, TOC, title pages, etc. In this case, please limit yourself to no more than 20 pages of text.

Decisions Report

The following questions about the mechanics of decision making must be addressed. Be certain that you provide specific answers to each question. Your answers should include both the way in which you used the Markstrat information (i.e., what information was used to make what decisions). Specifically, this report allows you to indicate the data you gathered from the Markstrat simulation, how you analyzed that data, and how you converted that analysis into the numbers you entered into the decision module. Do not merely indicate a vague, general approach to decision making. Although it is necessary to mention the research reports that you considered and your general approach to evaluating those reports, you must also indicate how you moved from a general approach to the numbers that you entered into the decision module. If helpful, you may use examples to illustrate your approach. Do not just say that you slightly increased the original values provided in Period 0 without any justification for that procedure. Finally, mechanics does not mean strategy and tactics; rather, it means how you systematically used the information reported on your markstrat reports to make decisions.

It is imperative that your report includes also numbers and not just standalone statements, such as 'majority', 'few', 'we increased', etc. Numberless reports usually end up being scored by 75% lower than those containing details.

If Vodite decision mechanics were differed from Sonite decision mechanics, that too should be addressed.

A comprehensive second report requires roughly 15 double-spaced typewritten pages (with 1" margins and either a Times Roman 12 pitch or Arial 11 pitch font), excluding exhibits, TOC, title pages, etc. In this case, please limit yourself to no more than 20 pages of text.

Format request: Please retype the question prior to typing your answer. This will make it easier to read your report.

Questions:

1. How did you set the number of units produced of each brand? + an example
2. How did you set the advertising budget for each brand? + an example
 - How did advertising expenditures in previous periods affect current period advertising expenditures?
 - How did advertising expenditures by competitors affect your advertising expenditures?
 - How did you set the percent spent on advertising research for each brand?
3. How did you set the perceptual objectives for each brand? + an example
4. How did you set the price of each brand? + an example
 - How did competitive pricing decisions influence your pricing decisions?
5. How did you set sales force size? + an example
 - How was your sales force allocated across channels?
 - How did competitive sales force size influence your decisions?
6. How did you decide to conduct an R&D project? + an example
7. How did you design R&D projects? + an example
8. What additional analytical tools or models (either computer based or paper and pencil) did you use to make the above decisions?

Strategic Report

**NOTE: Winning team(s) does not need to submit Strategic Report.
The team will be obliged to do just the final presentation.**

Your third Markstrat report should discuss the strategies and tactics you used throughout the simulation. You should, when appropriate, indicate the marketing-based reasoning you used to make your decisions.

A comprehensive third report requires approximately 20, double-spaced, typewritten pages (with 1" margins and either a Times Roman 12 pitch or Arial 11 pitch font), excluding exhibits. Please limit yourself to no more than 25 pages of text.

Your third Markstrat report should be organized as follows:

1. A brief summary of your initial marketing plan. Include a brief summary of your overall strategic and tactical goals for the first several decision periods.
2. If they changed over time, your overall strategic and tactical goals for the last several decision periods. If they changed, explain why they changed.
3. The specifics of the basic product decisions that you made. This is the heart of your report. This section may be organized in one of three ways:
 1. by product,
 2. by market segment, or
 3. by decision period.(Note: I recommend that you select either (a) or (b) to organize your presentation.)
4. Your response to anticipated or actual decisions by your competitors, i.e. do not limit your discussion to what you did.
5. A closing discussion about what you learned and what you would, if you had it to do over again, do differently. Include anything that you learned about the response to changes in the level of marketing mix expenditures (i.e., the sale response function). Also, discuss any synergistic effects of marketing mix expenditures.

Recommendations for the Third Report

In no particular order, here are some recommendations for your third Markstrat report. You are not required to take any but the first one. However, the more of these recommendations you follow, the more likely your report will be well-regarded.

- Again, remember to write your name on the title page of your report.
- Do not just 'dump the facts'; explain their implications. If you state an obvious fact, explain why it should be noted.
- Do not state your strategic and tactical goals either too broadly (e.g., maximize net marketing contribution) or too narrowly (i.e., increase sales force by ten percent per annum).
- Indicate the strategic and tactical decisions associated with your goals.
- Indicate your 'competitive' thinking.
- Indicate the relationship between basic marketing concepts and the decisions you made.
- Profile the dynamics of the competitive environment associated with each of the five market segments in the Markstrat world.
- Indicate what 'went into your thinking' when you designed any R & D project.
- Indicate how your new or repositioned products meshed with your strategy and tactics.
- Do not limit your report to 'what you did'. Do indicate why/how did you decided not to pursue certain strategies and/or tactics.
- Indicate any interesting/unusual data analyses and their impact upon decision making.
- Do not include exhibits that only indicate the obvious. Your report should not be used as an excuse to experiment with computer generated graphics.

Learning Log

The learning log is an optional assignment for a student who wants to improve on the lowest grade received for one of the three group reports. Your learning log should discuss your period-by-period insights about the Markstrat world. These insights would involve customers, competitors, and the underlying Markstrat environment.

The only requirement for your learning log: it must be submitted electronically as a Word document on April 24th. Feedback is available on drafts submitted at least one week before this deadline.

Feedback Policy

Professor will provide feedback to all reports, mini-applications, presentation, etc. only if the work has been turned in **one week prior to the deadline** of that report, mini-application, presentation, etc. Feedback deadline can be extended only in special circumstances and if both, student and professor have agreed to that.

Communicating with the instructor

All communication between the student and the instructor should be conducted via e-mail. Instructor will send e-mails to student accounts as they appear on eLearn. Additionally, instructor will post course-related materials and messages using eLearn; therefore, it is students' responsibility to periodically check eLearn account. If a student does not have eLearn account or does not know how to use eLearn, then he or she should call the helpdesk (963-7777).

Final Notes

Formal Acceptance of the Class Contract. Students should fill the contract and submit to the instructor via eLearn by 5:30PM before the second scheduled class (January 29th). Otherwise, they may be administratively dropped from MKTG4550.

Cheating. The student handbook states: Plagiarism, cheating, and other forms of academic dishonesty are prohibited. Students guilty of academic misconduct, either directly or indirectly through participation or assistance, are immediately responsible to the instructor of the class. In addition to other possible disciplinary sanctions which may be imposed through the regular institutional procedures as a result of academic misconduct, the instructor has the authority to assign an 'F' or a zero for the exercise or examination, or to assign an 'F' in the course. If the student believes that he or she has been erroneously accused of academic misconduct, and if his or her final grade has been lowered as a result, the student may appeal the case through the appropriate institutional procedures (Student Handbook, p. 14 for Disciplinary procedures.)

3 Warnings policy. To avoid disturbance or any sort of interruptive behavior, such as sleeping, loud talking, using a cell-phone, slamming doors, using computer when it is not necessary, walking back and forth for no reason, eating or drinking, etc., instructor will issue a warning to the student. Should a student accumulate three warnings during the course of the semester, he/she, will be expelled from the class with an 'F' grade.

Classroom Decorum. Students are expected to maintain proper classroom decorum (i.e., not disrupt class). The instructor will dismiss students who cannot maintain such decorum. Unacceptable behaviors include, but are not limited to, talking loudly about non-class matters, using profanity, reading the newspaper or other non-class-related materials, sleeping and, using cell phones. Instructor reserves the right to administer a pop-quiz every time a cell-phone rings during the class period.

Students with disabilities. TSU does not discriminate on the basis of an individual's disability and complies with section 504 and Public law 101-366 (Americans with Disabilities Act) in its admissions, accessibility, treatment and employment of individuals in its programs and activities, as defined under the law, who are otherwise qualified to meet the institution's academic and employment requirements. Students needing assistance may call (615) 963-7400. It is the student's responsibility to follow the procedures outlined by TSU if accommodation is needed

Tentative Class Schedule

Week	Dates	Topics	MARKSTRAT	Readings	Tasks	Briefs	Quizzes
1	January 22	Course Overview MARKSTRAT	Overview Rules	MARKSTRAT Manual	Assignment to teams Read Markstrat Hints		Quiz 0
2	January 29	MARKSTRAT Marketing in Today's Economy Strategic Marketing Planning	Rules Practice Round	MARKSTRAT Manual Chapter 1, 2	Team logos due before the class Team charter due after the class		Quiz 1, 2
3	February 5	MARKSTRAT Strategic Marketing Planning	Decision #1	Chapter 4	Use Marketing Plan Book Set Objectives	Brief 0	Quiz 4
4	February 12	Competitive Advantage / Strategic Focus	Decision #2	Chapter 5	MARKETING PLAN DUE before the class	Brief 1	Quiz 5
5	February 19	Customers and Market Segmentation	Decision #3	Chapter 6	Metrics Workshop Financial Concepts in Marketing		Quiz 6
6	February 26	Pricing Strategy	Decision #4	Chapter 8	Pricing Workshop	Brief 2	Quiz 8
7	March 5	Product Strategy		Chapter 7	NPD Workshop	Brief 3	Quiz 7
8	March 12	SPRING BREAK	Decision #5				
9	March 19	Distribution and Supply Chain Management	Decision #6	Chapter 9		Brief 4	Quiz 9
10	March 26	Integrated Marketing Communications	Decision #7	Chapter 10	DECISIONS REPORT DUE before the class	Brief 5	Quiz 10
11	April 2	Marketing Implementation and Control	Decision #8	Chapter 11		Brief 6	Quiz 11
12	April 9	Developing/Maintaining Customer Relationships	Decision #9	Chapter 12			Quiz 12
13	April 16	Marketing Ethics and Social Responsibility	Decision #10	Chapter 3		Brief 7	Quiz 3
14	April 23		Decision #11		Strategic Report Workshop		
15	April 30	Markstrat Presentations Student and Instructor			STRATEGIC REPORT DUE LEARNING LOG DUE before the class		

Final Exam – Tuesday, May 7th from 5:30 to 8:30PM

Last modified on January 15, 2013