Syllabus MBA 560
21st Century Marketing Strategy for ROI
Summer 2019
TT 8:30 – Noon -- Room Beatty 212

Robert Pitts Ph. D.  Office: Tate Center 307
Email pittsr@cofc.edu   Phone 953-7539

Office hours: After Class TT and by appointment
– Please confirm your time

Educational Philosophy
“"I hear and I forget,
I see and I remember
I do and I understand”
Confucius, 551-479 BC

Learning Goals - Students will develop the skills for formulating strategy and an understanding of:
1. A firm’s operative environment and how to sustain competitive advantage and achieve ROI through marketing activities
2. The generation of superior value for customers and other stakeholders by designing the optimum configuration of the marketing mix
3. The opportunities and risks associated with dynamic and uncertain changes in industry attractiveness and competitive position
4. Translate a strategy into an efficient and effective marketing mix plan (price, product, promotion and placement) to generate profit and goal driven marketing-based ROI
5. Application of metrics to effectively evaluate strategic decisions and tactical implementation

School of Business and Economics learning goals also addressed by the course
1. COMMUNICATION SKILLS: Students will demonstrate the ability, via both written and spoken word, to effectively present, critique, and defend ideas in a cogent, persuasive manner.
2. QUANTITATIVE FLUENCY: Students will demonstrate competency in logical reasoning and data analysis skills.
3. GLOBAL AND CIVIC RESPONSIBILITY: Students will be able to identify and define social, ethical, environmental and economic challenges at local, national and international levels. Students will also be able to integrate knowledge and skills in addressing these issues.
4. INTELLECTUAL INNOVATION AND CREATIVITY: Students will be able to demonstrate their resourcefulness and originality in addressing extemporaneous problems.
5. **SYNTHESIS**: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings in the completion of complex and comprehensive tasks.

**Learning Activities**
- Limited lecture
- Class discussion
- Analysis of Case
- Marketing Simulation
  - Development of Marketing Plan
  - Decision making
- Presentation of Results

**Class Materials**
**Required**


**Simulation**
Marketing Live: **Strategic Marketing Simulation: Bikes** Advanced - by Innovative Learning Solutions, Inc.

Student groups will compete against each other as corporate teams.
Use the course, game and team identification numbers distributed in class to register.
Each student must register to participate in the simulation
Instructions for registration will be given in class and through Oaks

**Oaks**
Oaks for the course will contain links to readings, case questions and drop box for required submissions.
- Articles for topics on Oaks – Articles will be identified for cases and topics. They should be studied for class discussion and case analysis. They are available online through the library e-journals.

**Optional**
Learning Activities and Evaluation

The course has two interrelated learning modalities: Topic Discussion and a marketing simulation.

In each class we will address a topic related to the decisions you will be making in your future role in the marketing function in today’s highly competitive and rapidly changing business environment.

Groups of students will compete in a marketing simulation to develop their skills and apply their business and marketing knowledge.

Analysis of Case

Each case is linked to the topic and a text chapter(s). Cases are a way of gaining experience and using the tools from the text. Your learning experience depends on the effort you expend to understand the case and apply the correct concepts to the situation.

A student group is assigned to lead the discussion for each case as indicated in the course schedule. Your group will receive a grade for presenting and leading class discussion of the case.

Case preparation is necessary for you to participate in case discussion and the in-class learning experience. Readings and cases should be carefully read and prepared for class discussion. We will review each case and the readings in class. The case questions may be used as direction and as a basis for this analysis. You should be prepared to discuss each case and to ask any questions you may have concerning the readings.

Case memos – Individual - a one-page memo is required by each student for each case. You should answer the indicated question from Oaks.

- There is zero tolerance for grammatical errors and spelling. I stop reading at 3 errors
- Where indicated you must present financial analysis that supports your answer.
- The memo must be placed in the Oaks drop box prior to class as scheduled. The drop box closes automatically and late work will not be accepted
You are required to write each case memo as an indication that you have prepared the
1 case for discussion in class. Failure to deposit the case memo will result in a zero for
class participation for the class.

If your group is presenting the case – each group member should place a copy of the
group’s discussion notes or presentation deck in the case memo drop box. (makes
keeping up with the memos in Oaks much easier.

Case analysis should take the format of a consultation analysis for management.

A. Situation Overview
   • The single most important problem facing the company
   • The primary actionable cause of the problem is – because

B. Action Recommendations
   1. Proposed changes in strategy - Outline changes such as
      • Targets
      • Position and/or Value proposition
   2. Proposed changes in marketing mix elements
      • Indicate each of the mix elements to be changed
      • viewed as a package
      • be explicit and include costs
      • Risk of action

C. Justification of Action Recommendations
   • Why is the above best course of action – advantages and disadvantages?
   • Are there other options?
   • Your justification must be analytical and use necessary data.

You may add an appendix with data as necessary to support your
recommendation.

Strategic Marketing Simulation

The marketing simulation played over 8 quarters will provide you as the member of a
1 student team the opportunity to put your skills and knowledge to the test in competition
with other class teams. Your team will have time in class to collaborate on the decision
due later that evening. The simulation is an experiential learning exercise that provides
you to use your marketing skills in a profit and ROI focused competitive environment.

The start-up Year 1 of the simulation provides the basis for each team to develop a
detailed marketing plan for year 2. Results from year 2 provide the basis for you to
develop a performance review as is typical in the business world.
Strategic Marketing simulation by Innovative Learning Solutions, Inc., available online at the Marketplace website

http://wmarketplace-live.com

You must use the course, game and team identification numbers distributed in class to register.

Simulation decisions must be turned on the dates and times indicated. After that time your previous decision will apply and the team will be required to explain in writing such actions. Please exercise care when entering your decision. You must purchase access to "Strategic Marketing Simulation" online with a credit or debit card. You will receive detailed instructions to sign up for our course. After you sign up to the game, the online help section of "Professor Help" serves as instruction to the game.

Simulation game - student sign up instructions
Game name: RPit-MBA Sum 2019

The simulation website: https://game.ilsworld.com/marketplace-live/

To create your student simulation account you will need:
  Game ID: 04728-00079-00413
  Your team number: Team number will be designated in class
  You will purchase your student license number online while creating your account.

Technical Support:
  Email: support@ilsworld.com
  Phone: +1-865-522-1946

The objective of this simulation exercise is to develop marketing management skills and strategic thinking by integrating a variety of perspectives of marketing operations. This simulation game can help students:
  • develop strategic thinking regarding planning and execution of marketing operations in a rapidly changing, competitive environment;
  • understand and manage the critical linkage between marketing decisions and financial performance;
  • use market data and competitive signals to adjust the strategic plan and marketing tactics;
  • Develop teamwork across functions.

You will receive a grade for 1. the plan for quarters 5 through 8 and 2. Your overall performance and implementation of the plan and 3. Your evaluation of your team's performance.
Marketing Plan - We will use the simulation quarters 1 through 4 as the basis for a marketing plan to be submitted for evaluation. The format and philosophy of the marketing plan we are using is focused on the needs (benefits sought) by the market as revealed by the research in the simulation for target groups and how your marketing plan achieves competitive advantage.

Your completed plan should be between 7-10 pages plus title page and any appendixes. Page numbers should be on each page of the body. Use section titles throughout the document. The paper should be free of spelling and grammatical errors. A single staple is required rather than a cover. The work must be presented a single document with a consistent style and font. **Your plan must include a detailed sales and profit forecast and a quarter by quarter budget of expenditures to reach your goals.**

**Grading**

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<thead>
<tr>
<th>Individual final -</th>
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<tbody>
<tr>
<td>IND case</td>
<td>20</td>
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<tr>
<td>Class contribution</td>
<td>15</td>
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<td>Grp Group Cases</td>
<td>10</td>
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<td>sim performance</td>
<td>15</td>
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<td>sim plan</td>
<td>25</td>
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<td>sim review</td>
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**Class Procedures and Policies**

**Groups** - The class will be divided into teams for the simulation. Your entire group will receive a grade for each simulation grade element. Group members may be “fired” and/or receive a grade reduction if they fail to meet group performance standards.

**Class attendance and participation**: We will discuss course topics and readings, and work through each case in class, thus attendance is expected.

Class time will be reserved for simulation group meetings. Each member of the group should attend class and you should use this time to address the simulation or to plan case presentations. We will also use these days to discuss issues that arise during examination of the simulation results and discuss refinements in the use of the tools available for decision making in the simulation and your strategy.
Professor Pitts has a very poor memory for names and many students each semester. You must have your name tag in front of you every class so that you can receive full credit for your class contributions.

You will be graded on the quality of your contribution to the class with the following evaluation model - (Source: Christine Moorman – Duke University MBA program)

**Outstanding Contributor**: Contributions in class reflect exceptional preparation. Ideas are nearly always important and provide one or more major insights as well as providing a fruitful direction for the class. Arguments are well substantiated and persuasively presented.

**Good Contributor**: Contributions in class reflect thorough preparation. Ideas are usually important, provide good insights, and sometimes offer a fruitful direction for the class. Arguments are generally well substantiated and are often persuasive.

**Unsatisfactory Contributor**: Contributions in class reflect inadequate preparation. Ideas offered are seldom substantive; they provide few, if any, insights; and never offer a constructive direction for the class. Integrative comments are absent. Class contributions are, at best, “cherry-picking” efforts making isolated, obvious, or confusing points. If this person were not a member of the class, valuable airtime would be saved.

**Non-participant**: The student was present but said nothing or the student missed class. Hence, there is not adequate basis for evaluation.

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**Academic Honesty Policy** - Honesty and ethical behavior are a hallmark of the School of Business education. Students should be aware of the University’s Policy on Academic Honesty, which appears in the Bulletin and the College’s academic honesty policy below or at the College’s website at [http://www.cofc.edu/studentaffairs/general_info/studenthandbook.html#honorcode](http://www.cofc.edu/studentaffairs/general_info/studenthandbook.html#honorcode)

Lying, cheating, attempted cheating, and plagiarism are violations of the Honor Code at CofC that, when identified, are investigated. Each instance is examined to determine the degree of deception involved. A student found responsible for academic dishonesty will receive a XF in the course, indicating failure of the course due to academic dishonesty. The student may also be placed on disciplinary probation, suspended (temporary removal) or expelled (permanent removal) from the College by the Honor Board.

**Students with Disabilities** - If a student in this class has a documented disability and has been approved to receive accommodations through SNAP Services, please feel free to come and discuss this with me.
**Make-Up Work and Due Dates** - Make-up work is not available to compensate for unexcused absences or low grades. All assignments must be completed on the date specified by the professor and/or stated in the class schedule of this syllabus.

Assignments turned in late will not be accepted - no exception without instructor approval.

**Phone and Texting** - Please silence all phones and other electronic devices during class. Use of your cell phone including texting during class indicates that you are not focusing your attention on our discussion and will lead to an unsatisfactory mark for the class.
**MBA Marketing 560 Class Materials - Required**


*Simulation* – Each student must purchase a student license for the game – First decision is class 2 May 16

The simulation website: [https://game.ilsworld.com/marketplace-live/](https://game.ilsworld.com/marketplace-live/)

Game name: RPit-MBA Sum 2019

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- **Your team number:** Team number will be determined in class 1

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<tr>
<th>Topic</th>
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<th>Case _ HBP</th>
<th>Read</th>
<th>MPL</th>
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<tbody>
<tr>
<td>16-May Thur</td>
<td></td>
<td>Market Potential &amp; Forecasting</td>
<td>Ch3</td>
<td>Cree Inc.: Introducing the LED Light Bulb</td>
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<tr>
<td>3 28-May Tues</td>
<td>Product Positioning Value Based Pricing</td>
<td>Ch7 In Class video</td>
<td>CEO of Levi Strauss HBR July-Aug 2018 Good Better Best Approach to Pricing HBR Sept–Oct 2018</td>
<td>Q3</td>
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<tr>
<td>30-May Thur</td>
<td>Offensive &amp; Defensive Strategies</td>
<td>Ch7 Work on Plan Review Draft with Professor Apple's Future (GP 4)</td>
<td>All current in media on Apple</td>
<td>Q4</td>
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<td>4 4-Jun Tues</td>
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<td>5 11-Jun Tues</td>
<td>Channels</td>
<td>Ch9 Walmart Takes on Amazon (GP 5)</td>
<td>Current Media on Both</td>
<td>Q6</td>
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<td>13-Jun Thur</td>
<td>Communications</td>
<td>Ch10</td>
<td>Customers - Age of Contenious Connection HBR May- June 2019</td>
<td>Q7</td>
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<td>6 18-Jun Tues</td>
<td>Individual write up Due</td>
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<td>Q8</td>
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<td>20-Jun Thur</td>
<td>Simulation analysis due (Group)</td>
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