

MARK 4210 Strategic Marketing
Fall 2020

L1: Tuesday & Thursday 10:30-11:50

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LEARNING OBJECTIVES

In this course, we will review the key concepts and theories you have learned in your previous marketing classes, and more importantly, learn to apply these concepts and theories. By the end of the semester, students will be able to apply the key concepts and theoretical frameworks, approach and solve marketing problems using both qualitative and quantitative analyses, and be able to think critically and make viable marketing decisions.

COURSE FORMAT

LECTURE

In this capstone course, we will review the key concepts that you have learned in previous marketing courses, with an emphasis on integrating these concepts and linking them to real-world examples.

CASE DISCUSSION

Effective learning also benefits from systematic critical thinking and reasoned application of theoretical concepts and frameworks. To this end, case discussion is used as a primary learning tool. You are expected to read each case and prepare for the case discussion. I will assign discussion questions prior to class to guide you through the case preparation.

PHARMA SIM

To provide you with further opportunities to develop critical thinking skills and ability to solve real-world problems, we will use a team-based simulation game called PharmaSim. The simulation involves managing a pharmaceutical brand, which requires making decisions about products, pricing, promotions and distribution strategies. These decisions will become more complex as you progress in the simulation. As you advance through the simulation, you must evaluate your results, determine what causes your market share and profitability to change, and make new decisions based on insights from the data.

COURSE MATERIALS

Cases and readings: There is no textbook for the course. Instead, we will use articles and cases as course materials. A complete list of the materials is available under the section entitled “Tentative Course Outline”.

All cases and readings are available on the course website on CANVAS. It is your responsibility to **ensure that you have completed your readings and assignments before each class.**

Lecture slides: Lecture slides will be provided on the course website. Supplementary slides (e.g., case briefs, additional lecture slides) will be posted after each class.

Simulation game: The simulation game, PharmaSim, involves managing a pharmaceutical brand, including making decisions about products, pricing, promotions and distribution strategies. Details about the simulation will be provided later in the semester.

COURSE WEBSITE

The course website is on Canvas (<https://canvas.ust.hk/>). Lecture slides, announcements, and other materials will be regularly posted to this site. Please contact the TA if you have trouble logging in or accessing the materials.

COURSEWORK AND ASSESSMENT

The coursework requirements are listed in the following table:

<i>Coursework</i>	<i>Weighting (%)</i>	<i>Individual/Team</i>
Quantitative Analysis Exercise	10	Individual
Class Participation	10	Individual
Case Analyses	20	Team
PharmaSim	25	Team
Final Exam	25	Individual
Peer Evaluation	8	Individual
Research Credit	2	Individual
TOTAL	100	

Quantitative Analysis Exercise

This exercise is designed to familiarize you with the basic quantitative calculations you will be expected to use in your case analyses throughout the rest of the semester. The assignment will be posted on Canvas.

This is an INDIVIDUAL assignment.

Class Participation

You are expected to attend every class. However, attendance itself is not sufficient to earn a good class participation grade. For effective class participation, you need to have read the assigned materials, especially the cases, before the class session. Effective class participation includes: 1) asking questions about concepts from lectures or readings; 2) sharing your experience or point of view with the class; 3) building on points raised by others; 4) clarifying issues; and 5) relating topics discussed to previous class discussions. Direct student-student interaction is encouraged; monopoly of air-time is not. Interactions should be both positive and courteous even when opinions differ. Regular and punctual class attendance is a necessary but not a sufficient criterion for good class participation grades.

Participation will be graded on a scale from 0 (lowest) through 4 (highest points), using the criteria below. The criteria focus on what you demonstrate and do not presume to guess at what you know but do not demonstrate.

Points	Criteria
0	<ul style="list-style-type: none"> • Absent or Present but disruptive.
1	<ul style="list-style-type: none"> • Present, not disruptive. • Tries to respond when called on but does not offer much. • Demonstrates very infrequent involvement in discussions.
2	<ul style="list-style-type: none"> • Demonstrates adequate preparation: knows basic case or reading facts, but does not show evidence of trying to interpret or analyze them. • Offers straightforward information (e.g., straight from the case or reading), without elaboration or very infrequently (perhaps once a class). • Does not offer to contribute to discussions, but contributes to a moderate degree when called on. • Demonstrates sporadic involvement.
3	<ul style="list-style-type: none"> • Demonstrates good preparation: knows case or reading facts well, has thought through implications. • Offers interpretations and analyses of case materials (more than just facts) • Contributes well to discussions in an ongoing way: responds to other students' points, thinks through own points, questions others in a constructive way, offers and supports suggestions that may be counter to the majority opinion. • Demonstrates consistent ongoing involvement.
4	<ul style="list-style-type: none"> • Demonstrates excellent preparation: has analyzed case exceptionally well, relating it to readings and other material (e.g., readings, course material, discussions, experiences, etc.). • Offers analysis, synthesis, and evaluation of case material, e.g., puts together pieces of the discussion to develop new approaches that take the class forward. • Contributes in a significant way to ongoing discussion: keeps analysis focused, responds thoughtfully to other students' comments, contributes to the cooperative argument-building, suggests alternative ways of approaching material and helps class analyze which approaches are appropriate, etc. • Demonstrates very active ongoing involvement.

Case Analyses

Some class sessions feature group analyses of the assigned case questions. Students are expected to work in teams for the case analysis and submit their solution before class. Teams may be called at random to present their solutions.

This is a GROUP assignment.

PharmaSim

Grading on PharmaSim consists of two parts: (1) Your team outcome performance on the PharmaSim game, and (2) a team project report after completing the simulation. Details on each of these components will be provided later in the semester.

This is a GROUP assignment.

Final Exam

There will be a final exam in this course.

This is an INDIVIDUAL exam.

In case you are not able to take the exam on the scheduled time due to serious illness or circumstances, the school policy on “Illness or Other Circumstances Affecting Assessment” will be followed (see below). Only students with approved exceptions will be allowed to take a make-up examination on an alternative date during the Finals Week, and the exam will be based on the content of the full course (that is, all materials covered in class). Students with denied exceptions will not earn any points for missing any exam.

ILLNESS OR OTHER CIRCUMSTANCES AFFECTING ASSESSMENT (UG Academic Regulation:7.5)

If students wish the University to take into account illness or some other extenuating circumstances that have affected their performance in an examination, or ability to attend an examination, or to complete other assessment activities, they must report the circumstances of the case in writing and provide appropriate documentation to ARRO within one week of the scheduled date of the assessment activity. The Director of ARRO will review the case and make a recommendation to the relevant Dean, the Dean’s designate or the Director of IPO. (http://arr.ust.hk/reg/em/em_std_reg/reg_makeup.html).

Please go to <http://arr.ust.hk/reg/forms/EX-16.pdf> to download the Report on Illness or Other Circumstances Affecting Assessment Form.

Peer Evaluation

To ensure equal participation in and contribution to group projects, a peer evaluation system will be in place. You will be asked to evaluate your team members’ (excluding your own) performance /contribution to the team at the end of the semester.

Research Credit

HKUST is a research institution. We, therefore, encourage students to earn research credit. Students enrolled in marketing classes are expected to earn 2 research credits (worth 2% of the grade). This can be done by either participating in two research experiments (1 hour each) or completing two research assignments. Details will be posted on the course website.

APPEAL PROCEDURE

Out of fairness for other students, I generally do not entertain requests for re-grading an exam or assignment. If you believe, however, that your answer on a particular question of an exam has been misunderstood, you need to submit a request to be reevaluated **within one week** of receiving your score. Please attach a typed note to your exam with your name, student ID, and a short explanation for why you feel your answer deserves more points. Explanations should be specific and pertain to **the content of the question** only. Thus explanations like “I worked really hard and deserve more points” or “My answer on this question is better than X’s” will not be acceptable. Please note that a re-evaluation request for a particular segment of the exam will lead to a complete re-evaluation of the entire exam/assignment. Thus, this comprehensive re-evaluation may cause your overall score to go up, stay the same, or go down. I will return your final grade within one week of receiving your request.

LATE SUBMISSIONS

All deadlines will be strictly enforced. Late submissions will not be graded and no make-up assignments will be allowed.

TEAMWORK

Teamwork is an essential component of the course. A significant amount of the work for this course will be done in groups. The purpose of group assignments is to expose you to the real business environment where skills such as dividing workload, communicating effectively, resolving conflicts, and leveraging each person's strengths are immensely valuable. As in the real world, teamwork can sometimes be a frustrating experience. It might be difficult to pick times to meet, you may not see eye to eye with another group member on some issues, or the division of workload may not seem equitable to all group members. As frustrating as it might be, it is important for you to learn how to manage teamwork. *Disputes between group members should be resolved internally.*

Please form groups (the number of people in a group depends on class size) by yourselves and come up with a name for your group. Please inform your TA of your group members and group name by email before the specified deadline. To facilitate group interaction, I would like each group to sit together during class once the group is formed.

INSTRUCTOR AS A RESOURCE

Concerns, clarifications about the course materials, and any form of feedback are welcome. If there are concerns about course-related issues, bring them to my attention as soon as possible. Do not wait till the end of the quarter to have them resolved. If you wish to see me outside class, please schedule an appointment either in class or through email. If you wish to contact your TA, please directly send an email to set up an appointment.

ACADEMIC INTEGRITY

Students are required to maintain the highest standards of academic integrity. You are expected to work independently (or with your teammates for team assignments) on all exams and assignments (**including the simulation game**). Breaches of these standards of academic integrity include, but are not limited to, cheating, plagiarizing, or consulting external sources (including the Internet) in completing an assignment, test, or project in which such behaviors are prohibited.

TENTATIVE COURSE SCHEDULE

***Any changes will be announced either in class or through email/course website in advance.*

Updated 2020-10-1

Class	Day	Date	Topic	Pre-Class Readings	Assignment Due / PharmaSim Schedule	Venue
1	Tue	Sep 8	Course Introduction			Online
2	Thu	Sep 10	What is Marketing Strategy			Online
3	Tue	Sep 15	Quantitative Analysis in Marketing	<i>Note on Marketing Arithmetic and Marketing Related Terms</i>		Online
4	Thu	Sep 17	PharmaSim Overview			Online
5	Tue	Sep 22	PharmaSim: In-Class Trial		Quantitative exercise due Finalize teams and send team list to TA PharmaSim practice round starts on Sep 22 Tue@6am	Online
6	Thu	Sep 24	Identifying Target Market	<i>Note on Consumer Market Segmentation</i>		Online
7	Tue	Sep 29	Value Proposition & Positioning			Mixed Mode
8	Tue	Oct 6	Case Discussion: Jones & Blair	<i>Case: Jones & Blair</i>		Online
9	Thu	Oct 8	Case Discussion: Jones & Blair		Team case analysis due before class	Online
10	Tue	Oct 13	PharmaSim Decision Making		PharmaSim practice round ends on Oct 12 Mon@7pm PharmaSim live play round 1 starts Oct 13 Tue@6am	Online
11	Thu	Oct 15	PharmaSim: In-Class Team Discussion			Online
12	Tue	Oct 20	PharmaSim: In-Class Team Discussion			Online
13	Thu	Oct 22	Managing Products			Mixed Mode
14	Tue	Oct 27	Case Discussion: Renova Toilet Paper	<i>Case: Renova Toilet Paper</i>		Online
15	Thu	Oct 29	Managing Distribution			Mixed Mode
16	Tue	Nov 3	Case Discussion: Calyx & Corolla	<i>Case: Calyx & Corolla</i>	PharmaSim live play round 1 ends Nov 2 Mon@7pm PharmaSim live play round 2 starts Nov 3 Tue@6am	Online
17	Thu	Nov 5	PharmaSim: In-Class Team Discussion			Online
18	Tue	Nov 10	Managing Prices			Mixed Mode
19	Thu	Nov 12	Case Discussion: Optical Distortion Inc	<i>Case: Optical Distortion Inc</i>		Online
20	Tue	Nov 17	Case Discussion: Optical Distortion Inc		Team case analysis due before class	Online
21	Thu	Nov 19	PharmaSim: In-Class Team Discussion			Online
22	Tue	Nov 24	Managing Communication and Promotion		PharmaSim live play round 2 ends Nov 23 Mon@7pm	Mixed Mode
23	Thu	Nov 26	Managing Communication and Promotion			Online
24	Tue	Dec 1	Understanding Consumers/ Final Exam Dryrun			Online
25	Thu	Dec 3	Final Exam			Online