

THE HONG KONG UNIVERSITY OF SCIENCE & TECHNOLOGY  
DEPARTMENT OF MARKETING

**MARK 4210 Strategic Marketing  
Spring 2019**

L1: Tuesday & Thursday 16:30-17:50 Main Campus 1103 (Some classes meet in PC labs)

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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 in class. I will assign discussion questions prior to class to guide you through the case preparation.

**PHARMASIM**

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 brief, 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 MAILING LIST AND WEBSITE

A class mailing list is set up to disseminate information and make announcements. All students that have enrolled in this course are automatically included in this list.

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>Points (%)</i>
Mid-term Exam	27
Final Exam	27
PharmaSim	25
Class Participation	12
Peer Evaluation	7
Research Credit	2
TOTAL	100

#### EXAMS

There will be a mid-term exam and a final exam in this course. Exams will be held simultaneously for all four sections of MARK4210. The mid-term exam will be scheduled in the evening time (see the tentative course outline) and the final exam will be scheduled during the Final Exams week.

In case you are not able to take the exams 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 (for missing either the mid-term or the final exam) 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](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.*

## PHARMA SIM

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.

### CLASS PARTICIPATION

You are expected to attend every class and be on time. Attendance is taken at the beginning of the 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.

<b>Points</b>	<b>Criteria</b>
0	<ul style="list-style-type: none"><li>• Absent or Present but disruptive.</li></ul>
1	<ul style="list-style-type: none"><li>• Present, not disruptive.</li><li>• Tries to respond when called on but does not offer much.</li><li>• Demonstrates very infrequent involvement in discussion.</li></ul>
2	<ul style="list-style-type: none"><li>• Demonstrates adequate preparation: knows basic case or reading facts, but does not show evidence of trying to interpret or analyze them.</li><li>• Offers straightforward information (e.g., straight from the case or reading), without elaboration or very infrequently (perhaps once a class).</li><li>• Does not offer to contribute to discussion, but contributes to a moderate degree when called on.</li><li>• Demonstrates sporadic involvement.</li></ul>
3	<ul style="list-style-type: none"><li>• Demonstrates good preparation: knows case or reading facts well, has thought through implications.</li><li>• Offers interpretations and analysis of case material (more than just facts)</li><li>• Contributes well to discussion 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.</li><li>• Demonstrates consistent ongoing involvement.</li></ul>
4	<ul style="list-style-type: none"><li>• Demonstrates excellent preparation: has analyzed case exceptionally well, relating it to readings and other material (e.g., readings, course material, discussions, experiences, etc.).</li><li>• 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.</li><li>• 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.</li><li>• Demonstrates ongoing very active involvement.</li></ul>

### 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.

### **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 strength 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 (see the tentative course outline). To facilitate group interaction, I would like each group to sit together during class once the group is formed.

### **GRADING STANDARDS**

#### GRADING

No letter grade will be assigned for individual tests or assignments. Final grades will be curved, based on your performance as compared to the rest of the class.

#### APPEAL PROCEDURE

Out of fairness for other students, I generally do not entertain requests for re-grading an exam. 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. 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.

### **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 contact her via 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 assignment) on all exams and assignments (**including the simulation game**). Breaches of these standards of academic integrity include, but not limited to, cheating, plagiarizing, consulting external sources (including the Internet) in completing an assignment, test, or project in which such behaviors are prohibited.

#### IMPORTANT THINGS TO NOTE

1. Please do the assigned readings before class. This is particularly important for case discussions. For all of us to benefit from case discussion, it is important that you come prepared for discussion.
2. Please turn off your cell phone ringer before the class begins. Also, laptops are not allowed in class.
3. Punctuality is important! Coming late not only will affect your participation grade, but also will be asked to answer more questions on that day 😊
4. Always bring a calculator to classes and exams. Do not share calculators during exams.
5. All deadlines will be strictly enforced. Late submissions will not be graded and no make-up assignments will be allowed.
6. I will prepare a name plate for you. Please remember to bring it to every class.

## TENTATIVE COURSE SCHEDULE

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

Updated 2019-1-11

Class	Day	Date	Topic	Assignment Due/Pre-Reading	Venue
1	Thu	Jan 31	Course Introduction		1103
/		Feb 5 & 7	<i>Chinese New Year</i>		
2	Tue	Feb 12	What is Marketing Strategy?		1103
3	Thu	Feb 14	Quantitative Analysis in Marketing	Reading: Note on Marketing Arithmetic and Marketing Related Terms	1103
4	Tue	Feb 19	PharmaSim Overview	PharmaSim practice round starts on Feb 19 Tue@6am	1103
5	Thu	Feb 21	Marketing Strategy: Identifying Target Market	Reading: Note on Consumer Market Segmentation	1103
6	Tue	Feb 26	Marketing Strategy: Value Proposition & Positioning		1103
7	Thu	Feb 28	Case Discussion: Jones & Blair	Case: Jones Blair	1103
8	Tue	Mar 5	Case Discussion: Jones & Blair		1103
9	Thu	Mar 7	PharmaSim Decision Making	PharmaSim practice round starts on Mar 6 Wed@7pm PharmaSim live play round 1 starts Mar 7 Thu@6am	1103
10	Tue	Mar 12	<b>Mid-Term Exam March 13 (Wed) 19:30-20:50</b> <i>No class during regular lecture time</i>		<b>LTJ</b>
11	Thu	Mar 14	Marketing Tactics: Managing Products		1103
12	Tue	Mar 19	PharmaSim: In-Class Team Discussion		<b>LSKG021</b>
13	Thu	Mar 21	Case: Renova	Case: Renova Toilet Paper	1103
14	Tue	Mar 26	Marketing Tactics: Managing Distribution		1103
15	Thu	Mar 28	Case: Calyx & Corolla	Case: Calyx & Corolla	1103
16	Tue	Apr 2	Marketing Tactics: Managing Price		1103
17	Thu	Apr 4	PharmaSim: In-Class Team Discussion		<b>LSKG005</b>
18	Tue	Apr 9	Case: Optical Distortion Inc	Case: Optical Distortion Inc PharmaSim live play round 1 ends Apr 8 Mon@7pm PharmaSim live play round 2 starts Apr 9 Tue@6am	1103
19	Thu	Apr 11	PharmaSim: In-Class Team Discussion		<b>LSKG005</b>
20	Tue	Apr 16	PharmaSim: In-Class Team Discussion		<b>4402</b>
/		Apr 18 & 23	<i>Mid-Term Break</i>		
21	Thu	Apr 25	Marketing Tactics: Managing Communication and Promotion		1103
22	Tue	Apr 30	Marketing Tactics: Managing Communication and Promotion	PharmaSim live play round 2 ends Apr 30 (Mon)@7pm	1103
23	Thu	May 2	Case: BMW Films	Case: BMW Films	1103
24	Tue	May 7	Understanding Consumers		1103
25	Thu	May 9	Course Wrapup		1103
		TBA	Final Exam		<b>TBA</b>