



Hong Kong University of Science and Technology

MARK2120: Marketing Management Spring 2021 Sections L5 & L6

All students must read this document carefully. Always consult it before asking questions about the course.

A. GENERAL INFORMATION

| | | |
|-----------------------------|---|---|
| Instructor: | Prof. Amy DALTON Office: LSK4053 Office Hours: by appointment | Tel: 2358-7698 Email: mkamy@ust.hk |
| Teaching Assistants: | Kitty HUNG (administrative) Office: LSK4025 | Tel: 2358-7704 Email: kittyhung@ust.hk |
| | Linda ZHU (academic) | Email: ldlzhu@connect.ust.hk |
| Course webpage: | https://canvas.ust.hk/ Log into the course website with your ITSC account | |
| Lecture Venue: | L5: LSK L6: LSK | Lecture Time: L5: Wed/Fri 1:30-2:50 L6: Wed/Fri 3:00-4:20 |

B. COURSE CONTENT & OBJECTIVES

As consumers, you already know something about marketing. But I hope you'll discover that there's a lot more to marketing than first meets the eye. My objective in this course is to help you develop a broad and practical understanding of the basics of marketing, both as a management tool and as a force in society. What is marketing? What role does it play in modern organizations, both for-profit and not-for-profit? What makes for good marketing strategy and what tactical tools bring strategy to life? We'll ask these questions as we dig into the marketing activities of companies and important marketing issues.

The course begins with an introduction to marketing and marketing strategy—what marketing is, and its role and objectives. This will help to organize your thinking about marketing and will establish a framework for the course. From there, we will focus on understanding and analyzing a company, its competitors, and its consumers. We will also examine how marketers analyze the marketing environment—how they use marketing research and information systems to study consumers and identify marketing opportunities. Next, we'll look at the elements of marketing strategy—segmentation, targeting, differentiation and positioning. Finally, we will examine the “marketing mix”—the set of tactical tools marketers use to implement their strategies, including product, pricing, distribution (i.e., place), and promotion. Throughout, we will discuss the importance of consumer-centric and socially responsible marketing for maintaining the integrity and profitability of a company.

Learning Goals and Objectives

On successful completion of this course, students are expected to be able to:

1. Examine the key concepts, theories and principles of marketing and its relationship to other business functions and the business environment.
2. Analyze the core issues involved in a marketing problem and critically evaluate the underlying assumptions, relevant concepts and theories.
3. Propose rigorous and creative solutions to a range of marketing problems using selected quantitative and analytic tools and persuasively communicate those solutions and decisions to a variety of audiences, both orally and in writing, using appropriate marketing terminology.

4. Assess the impact and function of marketing from the perspective of the organization, the individual consumer and society, taking account of factors such as cultural diversity, globalization, ethics and social responsibility.
5. Lead and work effectively in a team to accomplish selected tasks, respecting the ideas and opinions of other and making a positive contribution to collaborative projects.
6. Select and evaluate information and effectively utilize information technology to achieve marketing goals.
7. Identify and exploit key opportunities that are conducive to career success.

C. TEXTBOOK & OTHER MATERIALS

1. *Principles of Marketing*, 18th edition, by Kotler & Armstrong, Pearson. Read assigned pages before lecture. Lectures may cover only a subset of the assigned readings, but students should be familiar with all assigned readings for quizzes.
2. Lecture ppt slides will be available in advance on the course's Canvas website.
3. Videos will be shown in class and their content may appear on quizzes.
4. Supplementary readings and cases will be available in advance on Canvas

D. COURSEWORK & ASSESSMENT

| <i>Coursework</i> | <i>Weight (%)</i> | <i>Nature of Activity</i> |
|----------------------------------|-------------------|---------------------------|
| Quiz ¹ | 15 | Individual |
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| Case Analysis ² | 10 | Team |
| Marketing Plan ² | 20 | Team |
| Class Participation ³ | 20 | Individual |
| In-class Activities ⁴ | 17 | Team/Individual |
| Academic Research | 3 | Individual |

¹ Total quizzes = 3. The best 2 of 3 will be used to calculate your final grade. No make-ups for missed quizzes!

² Individual scores can be adjusted based on peer evaluations

³ Participation in Q&A/discussions, and classroom etiquette (eg, be punctual, no talking, no phones)

⁴ Activities related to lectures/videos/real-world examples. Attend your assigned section to receive credit!

Team Activities Overview

Team composition will be decided by students. Teams will be finalized on the add/drop deadline.

The purpose of team activities is to expose you to business endeavors and problems in a realistic business context, i.e., in a team. Teams are expected to:

1. Work together on the Case Analysis, Marketing Plan, and in-class activities.
2. Manage activities and resolve conflict internally. You can stave off conflict by defining individual responsibilities early on. Please contact me if major problems arise. Group membership is a privilege that can be revoked. Should this happen, a student will be expected to complete team activities individually.

Peer Assessment: Peer assessment provides me with a glimpse into what happened behind the scenes, be it exceptionally good individual contributions or free-loading problems, and may be used to adjust individual scores. Each team member will (anonymously) evaluate each of his/her teammates twice during the semester, first following the *Case Analysis* discussion and then following the the *Marketing Plan* presentation.

Peer evaluations will be completed online. You will be informed when the peer evaluation system becomes available and you will have 1 week to complete your evaluations. Failure to complete peer evaluations within 1 week will result in a 1 point deduction from your individual score on that assignment.

Coursework Components

1. QUIZZES

There is no midterm or final exam in this course. Instead, “closed book”, multiple choice quizzes will be administered. The quizzes will cover material from lectures (including videos) and the textbook. All quizzes are non-cumulative. Refer to the course schedule for quiz dates, times and locations (e.g., Canvas online vs. classroom).

Under no circumstances will a make-up quiz or assignment be administered because it is impossible for me to construct a quiz or assignment that is equal in difficulty to the original. If you miss one quiz, the other 2 quiz grades will be used to calculate your final grade. If you miss 2 quizzes, you will receive a score of 0 on the second missed quiz. The only way to avoid receiving a score of 0 is to obtain approval for your absence. Approval is granted only for documented illness or certain school-related academic or sporting events. Most absences require approval in advance.

2. CASE ANALYSIS

Cases are synopses of actual business problems. The purpose of the case analysis assignment is to place you in the context of a manager facing an actual marketing challenge that requires you to apply concepts learned in class. After reading the case, groups are expected to meet to identify the key problems and decide what key decisions need to be made, determine what information is relevant and/or needed to solve these problems, and devise a strategy to move forward. In business, it is essential to identify key issues and provide recommendations about these issues concisely, clearly, and on time. Therefore, you will write-up your analysis of the case and come to class prepared to discuss it.

To emulate the situations managers find themselves in at the time of the case, it is important that the class work from a common frame of reference. Do not base your analysis or recommendations on material that is outside the case, unless the content is linked/suggested from the case itself. Any other background research could destroy our common frame of reference and can spoil the case discussion for others. Accordingly, **do not conduct any research about the company or the industry beyond what is described in the case.**

GUIDELINES FOR PREPARING A CASE WRITE-UP

The write up should apply marketing theories, concepts, and terminology. Do not simply restate the information in the case—*use* the facts and exhibits to support your own analysis and ideas. The specific questions your write up needs to address are posted in a separate document on CANVAS. *Use exhibits* only as needed to outline key analyses and to provide evidence that supports or documents your points.

The write-up should be no longer than **two pages**. Use a typeface of at least 11 points and one inch margins. Two pages don't seem like much, but if you write carefully and concisely, you will have plenty of space for a full analysis. You may add additional pages of exhibits if needed. Submit the write-up and presentation materials (e.g., Powerpoint slides) **titled as follows: MK2120case_L#(your session number)T#(your team number)**".

ASSESSMENT CRITERIA

This assignment is worth 10% of your final grade. Grading is based on:

- The quality of the analysis (8 of 10 points): described under “Guidelines for preparing a case write-up”
- Quality of writing (2 of 10 points): organization of information and clarity of writing.
- Teams will be penalized if the write-up is more than 2 pages
- No late submissions will be accepted (see schedule!)
- Individual scores may be adjusted up or down based on peer evaluations.

Remember, the purpose of this assignment is to give you a chance to apply your knowledge of marketing. I realize that you've had little experience with case analyses so I don't expect a marketing consultant-level analysis. I do, however, expect you'll make a full effort. The case due date is indicated on the course schedule.

3. MARKETING PLAN

Each team will develop a marketing plan for a product or service that they would like to bring to market. **Your business must be a new, start-up company, i.e., you cannot pretend to be executives of or consultants for an existing company.** Marketing plans can be for any business you choose – a waterfront bar at HKUST, a new restaurant, or a high tech company. Feel free to propose ideas that improve upon or emulate existing products or services, such as Facebook, the Apple iPhone, Vitamin Water, etc... If you need help generating ideas, refer to local/international competitions, e.g., HSBC’s Young Entrepreneur competition or The Young Entrepreneurs Development business plan competition. Please keep in mind that market research is critical to a successful plan. If you collect primary data, consider using Qualtrics to design a survey or experiment. Also, data collection will be easier if you narrow the scope of your market to UST’s campus. But if you do choose a broader market (e.g. HK/China), find secondary data on the websites of governments (e.g., Chamber of Commerce, Census data) and consumer research firms (e.g., Nielsen, TNT, Kantar).

The purpose of this assignment is for teams to assess marketing opportunities by analyzing customers, competitors, and their own company (the 3 Cs), devise an effective marketing strategy (STP), and design appropriate plans for pricing, promotion, place, and product (the 4 Ps). To accomplish these goals, the team should become experts on the product or service, company, and industry in which it operates. Be sure to apply concepts and terminology from class.

GUIDELINES FOR PREPARING A MARKETING PLAN

Written report: Each team will submit a single write-up that is no longer than **four pages** (not including title page and exhibits). Additional pages of exhibits may be added as needed. Use at least 11 point typeface and one inch margins. Although presentations fall on different days, all plans are due on the same day, indicated in the schedule. Submit the plan **titled as follows: MK2120plan_L#(session number)T#(team number)**". Teams have flexibility in how they format the plan. Choose either of the formats detailed in the textbook (i.e., either Table 2.2 “Contents of a Marketing Plan” or Appendix 1 “Marketing Plan”), or choose the following format:

- Title page
- Executive Summary
- 3Cs:
 1. Company Analysis (essentially a mission statement since your company doesn’t actually exist)
 2. Customer Analysis (Who is the market? What are their needs/wants?)
 3. Competitor Analysis (acknowledge all competitors in the market, i.e., firms that offer a similar product/service, and firms that offer a different product/service that fulfills similar needs)
- Segmentation, Targeting and Positioning
- 4Ps:
 1. Product Plan
 2. Pricing Plan (state and justify your pricing strategy but you need not estimate costs)
 3. Place/Distribution Plan
 4. Promotion Plan
- Exhibits (if necessary)
- References (reference all information not covered in the textbook, e.g. background information and outside data sources. You may use any style you wish, e.g., APA, just use it consistently)

Presentation and Q&A: Teams must arrive to class prepared to present their plan on the assigned day. The presentation is a “pitch” and your audience is a potential investor, not a prospective customer. Teams should present the highlights of their plan, being sure to touch on the 3 Cs, STP, and 4 Ps. Presentations should be 8-10 minutes and will be followed by 5 minutes of questions from the audience. Several teams will present each day so it is critical that teams control their time; teams may be penalized for failing to abide by the time limit. Practicing presentations is strongly advised. Teams are also advised to use visual aids (e.g., tables and graphs, PowerPoint, videos, product prototypes) and to avoid reading during the presentation. The dress code is formal, but students who do not own a suit may dress business casual. It is not necessary that all team members speak during the presentation. It is more important that the presentation is clear and engaging. It is necessary, however, that all team members be prepared to participate in their team’s Q&A.

For presentations conducted online, please ensure the presenters are comfortable delivering Zoom presentations.

ASSESSMENT CRITERIA

This assignment is worth 20% of your final grade. Grading is based on:

- The quality of your team's plan
 - This category (worth 10 of 20 points) includes depth of understanding of relevant industry, application of principles of 3Cs and 4Ps, strategic planning (refer to the "Guidelines for preparing a marketing plan")
- The team's ability to convey their ideas clearly, both in writing and in their class presentation.
 - Quality of writing (3 of 20 points): organization of information and clarity of writing.
 - Quality of presentation (7 of 20 points): preparedness, handling questions, use of visual or other aids.
- Teams will be penalized if:
 - they fail to attend the teamwork session,
 - the written report and/or presentation slides are submitted late (see schedule!)
 - the written report exceeds 4 pages in length
 - presentation is outside 8-10 min duration
 - Plan fails to reference sources appropriately (do not make unsupported claims about the market or assumptions about data! You need to conduct market research!)
- Individual scores may be adjusted up or down based on peer evaluations.

MARKETING PLAN FAQs

- What's the difference between the customer analysis and targeting? The customer analysis is a market analysis, i.e., who are all the actual and potential buyers in this market? What are the underlying needs/wants of these consumers? This is a general description. In comparison, targeting is a more specific description of the subset of the market whom you are interested in attracting.
- How should segmentation variables be used? After you've done a customer analysis (i.e., describe the pie), you will decide how to segment the market (i.e., how to slice the pie) and identify which customers in that market are the ones you want to target (i.e., which slice(s) of the pie you want). List the segmentation variables that are relevant, but don't stop there. Also provide a "customer profile" describing the typical consumers who make up the segment you will target. Explain why the segmentation variables you selected are relevant to defining the segment(s) you are targeting (e.g., if you segment based on benefits sought, usage rate, and lifestyle, then explain your target segment with respect to its benefits sought, usage rate, and lifestyle).
- How do you decide the scope of distribution? Distribution is defined relative to the market, as you define it. For example, if you launch a product and make it widely available throughout HKUST campus, this could be intensive distribution if you define your market as HKUST and surrounding area, but could be exclusive distribution if you define the market as all of Hong Kong.
- What if you can't find certain data about your competitors and/or about the market? It's ok for you to make assumptions about the data. Just state clearly that your analysis is based on those assumptions. (This way, I will know that you understood the data would be important, even if you did not have access to those data.)
- How much detail on price is required? No budget is required, just an explanation of pricing strategy
- What makes a plan good? Please keep in mind that I want to evaluate you not only on the output (the plan details) but also on the thought process that got you there. I want to know that you're thinking critically about the concepts we've covered in class. This means that in addition to telling me WHAT you would do, you need to tell me WHY you would do it. That way, I can understand your thought process and take it into consideration when evaluating the merits of the ideas you propose.

4. CLASS PARTICIPATION

We all bring experience and knowledge into the classroom, and I encourage all class participants to recognize the unique value they can contribute to our discussions. Actively share, and benefit from the insights of others. Everyone has a different perspective and it's that difference that makes for lively interactions. Effective class participation includes: 1) asking questions about concepts from lectures or readings that you disagree with; 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. Contributions will be judged based on both quality and quantity. Interactions should be positive and courteous even when opinions differ. For effective class participation, please read the required materials before the session. Regular and punctual attendance is a necessary but not a sufficient criterion for good class participation grades. To facilitate participation, students will at times work in teams on questions/assignments.

Class participation will be graded on a scale, 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. |
| 5 | <ul style="list-style-type: none"> Present, not disruptive. Demonstrates minimal preparation: vaguely knows assigned material. Demonstrates very infrequent involvement in discussions. |
| 10 | <ul style="list-style-type: none"> Demonstrates adequate preparation: knows basic material, but does not show evidence of trying to interpret or analyze it. Offers straightforward information (e.g., straight from the case or reading), without elaboration or very infrequently. Demonstrates sporadic involvement in discussions. |
| 15 | <ul style="list-style-type: none"> Demonstrates good preparation: knows material well, has thought through implications. Offers interpretation and analysis of material (more than just facts) 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 the majority opinion. Demonstrates consistent ongoing involvement. |
| 20 | <ul style="list-style-type: none"> Demonstrates excellent preparation: has analyzed material exceptionally well, relating it to other readings, course material, discussions, experiences, etc... Offers analysis, synthesis, and evaluation of 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 discussions: keeps analysis focused, responds thoughtfully to other students' comments, contributes to cooperative argument-building, suggests alternative ways of approaching material, helps class analyze which approaches are appropriate, etc. Demonstrates ongoing, very active involvement. |

5. ACADEMIC RESEARCH

All students are expected to earn 3 research credits worth 3% of the course grade. If a student completes only 2 credits, then 2% will be earned. If he completes only 1 credit, then 1% will be earned. If he misses all 3 credits, then no percentage points will be earned. The purpose of the academic research assignment is to give you a brief acquaintance with academic research in marketing. You can fulfill the requirement in either of two ways. First, you can participate in research projects for up to 3 hours. Such participation gives you valuable, first-hand experience with academic marketing research. In addition, your involvement in research will help HKUST's marketing faculty and graduate students to continue to develop state-of-the-art marketing theory, which ultimately finds its way back into the classroom. The second way to fulfill the research requirement is to critique 3 academic research articles published in top marketing journals. You are encouraged to participate in research, but if you choose to review articles instead, we will provide the articles. The article review assignment is due on the last day of class.

To learn about research participation, please refer to the **Marketing Experiment Student Manual**, posted on the course website. You will sign up online to participate in these studies. Studies will be conducted either in the marketing lab or online, and this will be indicated when you sign up. For lab studies, please sign up in advance and arrive to the site a few minutes early. In a typical study, you will answer questions about advertisements or products. Be sure that you understand the study procedures and complete all questionnaires fully. **This course requirement is administered by the Marketing Experiment Coordinator, not your instructor, so please direct all questions to markexpt@ust.hk.**

Course Grades

Individual scores on team activities may be adjusted based on peer evaluations, after which all assignments, quizzes, etc. are averaged (using the weights indicated above) and an overall percentage score is calculated for each of you. Unless you suspect a calculation error, do not attempt to negotiate a better grade. Any request for grade recalculation must be made in writing and submitted within four days after the grade was posted.

E. ACADEMIC INTEGRITY

Academic integrity is a critical value of the university community. Integrity violations destroy the fabric of a learning community and the spirit of inquiry that is vital to the effectiveness the University. **Cheating** entails offering or receiving assistance from other people or sources. To avoid cheating, quizzes must be completed without the assistance of notes or other people, and team assignments must be completed entirely and solely by the members of the team. **Plagiarism** is copying anything from another source without citing that source. To avoid plagiarism, you are required to provide appropriate citations when you use ideas and arguments or otherwise draw on others' work. If you present the materials or ideas of an existing company as your own, without acknowledging the source, I will consider this plagiarism. For example, it is plagiarism to present a pre-existing product/service as your own new idea in your marketing plan. Pre-existing products/services should be treated as competitors in the marketplace.

If you cheat or plagiarize, you may fail either a quiz/assignment or the course. I have zero tolerance for cheating or plagiarism and there are no acceptable excuses for these offenses. To learn more, all students should visit the website <http://tl.ust.hk/integrity>. If you are uncertain what it means to cheat or plagiarize, please ask.

The value of in-class activities (discussions, interactive learning exercises, etc.) is diminished by prior knowledge of them. You are explicitly requested to avoid discussing class activities with students in other sections of this course. While such discussions do not constitute cheating, they are explicitly discouraged.

F. COURSE COMMUNICATION

The success of this course depends upon communication, so please speak up during class, on the Canvas website, or via email to the instructor or TA. We welcome suggestions to improve classroom and teaching effectiveness, but please note that it might not be feasible to incorporate some changes during the current semester.

When emailing about specific assignments, please include “Mark2120-L(session number-T#(team number))” in the subject line of the email (i.e. Mk2120-L09-T#1: a question about...).

As a university student, you must actively participate in your own learning process. You are expected to:

1. Try to answer questions about the course material on your own or with your peers by digging deeper into the text and lecture notes. For those questions that remain unanswered, please contact us!
2. Manage group interactions internally. If group discussion does not suffice, make use of peer evaluation. Only in extreme cases should you contact us to mediate conflict.
3. Contact us if you are having ongoing difficulties with the course requirements. If you wait until late in the semester to seek solutions to problems that have persisted during the entire term, it is often too late for us to help you.

G. MISCELLANEOUS NOTES

1. Attend the lecture section in which you are officially enrolled to receive credit for team activities.
2. Check your HKUST email and the course webpage regularly for important announcements and updates.
3. The lecture topics, schedule, assignments, and grading schemes are subject to change. Please be sure to have the most up-to-date documents.