

**MARK 4210 Strategic Marketing
Spring 2021**

L1: Monday & Wednesday 0900-1020 Zoom/TBD
L2: Monday & Wednesday 1030-1150 Zoom/TBD
L3: Monday & Wednesday 1200-1320 Zoom/TBD

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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 through both computer simulations and case studies.

By the end of the semester, students should be able to apply the key concepts and theoretical frameworks, and practical knowledge, to solve marketing problems using both qualitative and quantitative analyses. Additionally, students should 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. There is no assigned textbook for this course, however I will suggest online resources and other reading material during the semester.

At the beginning of the semester classes will all be live on-line. However, it is possible that during the semester we might be able to switch to mixed mode, which means I'll be in the classroom with any students who wish to be physically present, while we will still be broadcasting live on-line for students who do not want to attend in person. That decision will be made by the school administration, and I will keep you posted on this issue.

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. After the class case discussion your teams will be required to prepare a case study report based upon the questions asked and submit on Canvas on the assigned dates posted on the schedule below. There will be a total of 4 formal cases.

In addition to the assigned formal cases, I will introduce cases from my own business and other executive experience whenever practical or relevant, but there will be no reporting requirement.

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 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 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 (break-even analyses, profit implications of certain marketing strategies, etc.). The assignment will be posted on Canvas.

This is an INDIVIDUAL assignment. Please submit your solution on Canvas before the assignment due date (see Tentative Course Outline).

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.

Since it's likely that this entire semester will be live on-line, your opportunity for participation is actually higher than it would be in the classroom. Via Zoom, you will have the opportunity to hold up your hand to ask a question verbally, simply speak up if you wish, or use the chat function to ask a question in writing, in which case you may ask it privately to me so that no classmates see your question, or publicly if you desire. I encourage active participation.

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. In other words, speak up, participate, challenge, add insights, raise new points, etc. Be involved.

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 discussion.
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 discussion, 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 analysis of case 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 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.

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| | <ul style="list-style-type: none">• Demonstrates ongoing very active involvement. |
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Case Analyses

Some class sessions feature group analyses of the cases that are assigned for the class. Students are expected to read the case ahead of time. All groups will be given time to discuss and prepare solutions to the questions assigned and then submit the assignment via Canvas. However, if time permits, some groups may be called at random to present and defend their solutions during class, so please be prepared.

This is a GROUP assignment. That means that every member receives the same grade each time. It's YOUR responsibility to manage team members to ensure productivity.

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. Department guidelines require that all sections of MARK4210 are included in final ranking of performance for PharmaSim, so you will be competing against all your classmates in all sections.

This is a GROUP assignment. Again, meaning that every member receives the same grade. We'll discuss managing groups in class and I will provide tips on ensuring group and individual productivity.

Final Exam

There will be a final exam in this course. The final exam will be held simultaneously for all three sections of MARK4210 at a time and date to be determined.

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. We use iPeer for this purpose, with which you should already be familiar.

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. This is independent of the course and I have no ability to assign extra work if you cannot complete the 2 credits, so I suggest you try and complete these as early in the semester as possible.

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 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.

Groups may be a maximum size of 6, minimum of 4.

INSTRUCTOR AS A RESOURCE

I encourage you to think of me as your ultimate resource. I’m open and available for you and easy to reach. There is no “tutorial” that’s regularly scheduled, but you can schedule time with me directly, either via Zoom, mobile, F2F, or whatever works best for you. I’m here for YOU.

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 semester 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 him or 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.

TENTATIVE COURSE SCHEDULE

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

Updated 2021-01-08

Class	Day	Date	Topic	Pre-Class Readings	Assignment Due / PharmaSim Schedule	Venue
1	MON	Feb 1	Course Introduction			Online
2	WED	Feb 3	Quantitative Analysis in Marketing	<i>Note on Marketing Arithmetic and Marketing Related Terms</i>		Online
3	MON	Feb 8	PharmaSim Overview		PharmaSim practice round starts on Feb 9, Tue@6am	Online
4	WED	Feb 10	PharmaSim: In-Class Trial		Quantitative exercise due @12pm	Online
5	MON	Feb 15	Holiday - CNY			Online
6	WED	Feb 17	Marketing Strategy – What Is It?	<i>Note on Consumer Market Segmentation</i>		Online
7	MON	Feb 22	Identifying Target Markets			Online
8	WED	Feb 24	Value Proposition & Positioning	<i>Read: Optical Distortion Case</i>	PharmaSim practice round ends on Mar 2, Tue@7pm PharmaSim live play round 1 starts Mar 4, Thu@6am	Online
9	MON	Mar 1	Case: Optical Distortion			Online
10	WED	Mar 3	Managing Products			Online
11	MON	Mar 8	PharmaSim: In-Class Team Discussion		Optical Distortion Case Study due on Canvas	Online
12	WED	Mar 10	PharmaSim: In-Class Team Discussion			Online
13	MON	Mar 15	Managing Prices	<i>Read: Team Cialis Case</i>		Online
14	WED	Mar 17	PharmaSim: In-Class Team Discussion		PharmaSim live play round 1 ends Mar 25 Thu@7pm PharmaSim live play round 2 starts Mar 26 Fri@6am	Online
15	MON	Mar 22	Case: Team Cialis			Online
16	WED	Mar 24	PharmaSim: In-Class Team Discussion			Online
17	MON	Mar 29	Managing Distribution		Team Cialis Case Study due on Canvas	Online
18	WED	Mar 31	Mid-Term Break Begins			Online
19	MON	Apr 5	Holiday – Easter Monday			Online
20	WED	Apr 7	Managing Promotion & Communications			Online
21	MON	Apr 12	PharmaSim: In-Class Team Discussion	<i>Read: Calyx & Corolla Case</i>		Online
22	WED	Apr 14	Case: Calyx & Corolla			Online
23	MON	Apr 19	Managing Communication and Promotion		Calyx & Corolla Case Study due on Canvas	Online
24	WED	Apr 21	Understanding Consumers	<i>Read: Renova Toilet Paper Case</i>	PharmaSim live play round 2 ends Apr 23 Fri@6am	Online
25	MON	Apr 26	Case: Renova Toilet Paper			Online
26	WED	Apr 28	Course Wrap-Up – Last Class			Online
27	THU	Apr 29			Renova Toilet Paper Case Study due on Canvas	
28	FRI	May 7			PharmaSim Final Report due on Canvas	