Instructor: Dr. Jack Wei
Class Hours: 100% online
Office: 2307, Miller Hall
Office Tel: 678-839-5026 (Office)
E-mail: D2L email or Marketplace email (my school email jwei@westga.edu may not function). I will reply to your email within 24 hours. But if I fail to reply within 24 hours, please send a reminder email.

Online Office Hours:
I am available online to answer your questions Monday through Friday either from 8:00 a.m. to 10:00 a.m. or from 8:00 p.m. to 10:00 p.m.

COURSE DESCRIPTION

Marketing management is the capstone marketing course. As a capstone experience, this course is intended to integrate the materials learned in all other marketing course work as well as prepare the student for a career in marketing. This course is designed to push your analytical and marketing abilities while empowering you to make critical marketing decisions based on a combination of facts, data, assumptions, and critical judgments. Emphasis is on the application of the marketing process in the dynamic global business environment. Marketing decisions, analysis, and issues are integrated with the goal of achieving customer satisfaction to gain a sustainable competitive advantage within an industry. This course aims to provide the student with opportunities to actively participate in marketing management decision making exercises through marketing simulation project. To succeed in this course, the student must have a good working knowledge of marketing principles.

COURSE OBJECTIVES

Upon successfully completing the course, the student should:

1. Be able to integrate the marketing theories, concepts, and principles into a basic framework for understanding marketing decision processes.
2. Be able to think strategically about business problems from a marketing perspective.
3. Be able to develop skills in problem solving and group decision making. Specifically, students should know how to use market data and competitive signals to adjust the strategic plan, and more tightly focus on marketing tactics.
4. Be able to critically analyze information and material presented to you;
5. Be able to analyze and evaluate alternative solutions and make a cogent recommendation on what solution needs to be taken to resolve the problem.
6. Develop teamwork across functions, opening up new communication links.
7. Build confidence through knowledge and experience.
CLASS DESIGN

The methodology of this course is to learn by simulation game, video, and tests. The simulation we use is offered by Marketplace. The simulation, made for Marketing Management, provides a transformational learning experience. You will learn what it will be like to compete in the fast-paced, competitive market where customers are demanding and the competition is working hard to take away your business. The specific goal of the game is to develop your marketing management skills by giving you an integrated perspective of the entire marketing operation.

In the Marketplace, you start up and run your own marketing division, struggling with marketing fundamentals and the interplay between product, price, place, promotion, budgets and financial performance. You are given control of a simulated business and must manage its operations through several decision cycles. Repeatedly, you must analyze the situation, plan a marketing strategy to improve it, select the tactical options to implement that strategy and then execute the strategy and tactics out into the future. You face great uncertainty from the outside environment and from your own decisions. Incrementally, you learn to skillfully adjust your strategy as you discover the nature of your real-life decisions, including the available options, linkages to other parts of the business, conflicts, tradeoffs and potential outcomes.

Here is a list of what Marketplace players do:

- Analyze market research data;
- Design brands to appeal to different market segments;
- Devise advertising campaigns, sales force incentives, and price option;
- Allocate scarce funds to R&D, advertising, and distribution;
- Select and prioritize R&D projects, leading to new product features;
- Plan and roll out a marketing campaign;
- Manage cash;
- Compete head-to-head with other business teams;
- Adjust strategy and tactics in response to financial performance, competitive tactics, and customer needs.

ASSIGNMENTS AND GRADING

1. Simulation Project (Group, 60%)

This assignment is a group project and the class is split into 8 teams. You will team up with up to four other students to form an entrepreneurial division of an international electronics firm. No individuals will be allowed to do the project on their own. No team should have more than five people.

Required Texts and Software

The course materials will be included in the Marketplace simulation package and you will pay $50 for both the game and course materials upon registration. When you purchase the license number, you will have access to both the game and course materials.
A **Strategic Marketing** license can be purchased online with a credit card at [https://game.ilsworld.com/](https://game.ilsworld.com/)

A demo has been created to introduce you to the Strategic Marketing. Please go to: [http://www.marketplace-simulation.com/strategic-marketing-demo](http://www.marketplace-simulation.com/strategic-marketing-demo) to review the **Strategic Marketing** simulation demo.

Before running the game, you are required to register an account with the game following the student sign up instructions below.

Registration instructions:
- Go to: [https://game.ilsworld.com/](https://game.ilsworld.com/)
- Click on "create a new account" and select student.
- Fill in all required fields.

Once the account is created:
- Enter in the game id: 05149-00004-30791
- Click the "purchase license number" link right under where you enter your license number.
- Select your team.

Exhibit 1 contains a summary of the game scenario and a chronological listing of selected simulation activities that your team will encounter while competing in this exercise. Each quarter or decision period has a dominant activity and a set of decisions that are linked to it. These dominant activities take the team through the product and firm life cycle from introduction, to development, to growth, to near maturity. As you work through your firm’s life cycle, we will phase in the disciplinary material as it becomes relevant to the current decisions of the team. Thus, the delivery of the learning material is not organized by discipline, but rather by its relationship to decisions being faced by the class.

Each quarter's activities not only result in new material being introduced, but also build upon the prior content so that there is considerable repetition. We have found that business activities such as leadership, team management, value creation in product design, pricing, distribution and sales force management, ad copy design, media planning, budgeting, profit analysis, and strategic planning and management are not easily absorbed. They require repetitive exercise in order to set them into the natural thinking of the students.

For each new decision, there is reading material in the accompanying textbook, *The Management of Strategy in The Marketplace*, which lays out the nature of the decision being faced, the issues to be dealt with, its linkages with other decisions, and the tradeoffs to be considered. The chapters are laid out according to the normal process of starting, growing, and maturing a business.
**Individual Effort versus Group Effort.** Each student must participate equally in all presentations and executive briefings. Both the individual and the group will be graded on all assignments. Individuals can rise one letter grade above the group effort or drop one or more letter grades below the group grade depending upon their individual contribution to the team and class. Peer evaluations are to be turned in at the end of the semester (June 25). Significant deviation in performance above or below the norm will be used to adjust individual student grades. That is, your grade on the Simulation performance could be adjusted up or down depending upon the feedback the instructor receives from the rest of the team for each assignment.

It is permissible to fire a team member who is not making a substantive contribution to the success of the team. Missed meetings, poor preparation, failure to complete assignments, etc. are all indicative of underperformance. Before a person can be fired, the team must give the student an opportunity to correct his or her deficiencies. In terms of protocol, the team must provide the student with a written statement of the problems associated with his or her work. A peer evaluation may be used in conjunction with this statement.

When an individual receives a poor performance report, the student must respond in writing as to how he or she will correct the problems cited. If the problems continue, the team may fire the underperforming team member with a letter of dismissal. A copy of all correspondence must be submitted to the instructor for approval. A person who is fired will be assigned to compete in another simulation where the student is responsible for all the decisions. This new simulation will begin in Quarter 1 and continue through quarter 8.

**Questions to the Instructor.** The help files in the software contain all of the directions you will need to participate in the marketing strategy simulation. Please look in the help files for answers to your questions before you ask the instructor for help because the software is faster.

**Workload.** The first part of the course requires a normal workload for any reading and lecture course. Once the simulation begins, the work will vary according to the activities within the exercise. During the first quarter of play, the work is fairly light. However, it will increase each day and week up through the game. Students report spending 2 to 3 hours per day during quarters three and four.

**Time Management.** Time management will be vital to your success in participating in the Marketing Management game. There is more work than any one person can do. Also, it is not wise for everyone to participate in all aspects of the business. Too much time would be wasted. Therefore, it is necessary to divide up the work. There are suggestions on how to divide up the responsibility in the help files within the software. Feel free to depart from these guidelines if individual preferences, experiences, or workloads would allow a more equitable allocation of tasks. Also, do not hesitate to reallocate responsibility if conflicts arise or the workload is unevenly distributed.
**Computation of Simulation Performance.** A Balanced Scorecard will be used to measure your firm’s performance. The team’s total business performance will be based upon its financial performance, market effectiveness, marketing performance, investments in the firm’s future, and creation of wealth. A total score will be computed for each firm competing in *Marketplace*. At the end of the simulation, each team will be ranked in the order of performance for the total score. A letter grade can be assigned depending upon your team’s ranking and the following evaluation criteria:

**Project evaluation criteria:**

- **Outstanding (A= 90% and above):** *Quarter decisions are submitted in a timely manner. Decisions reflect exceptional preparation and excellent application of text knowledge. Strategies are nearly always important and produce positive outcomes regarding marketing management.* All the team members demonstrate excellent teamwork throughout the game.

- **Good (B=80-89%):** *Quarter decisions are submitted in a timely manner. Decisions reflect thorough preparation and good application of text knowledge. Strategies are always important and produce positive outcomes regarding marketing management.* All the team members demonstrate good teamwork throughout the game.

- **Adequate (C=70-79%):** *Quarter decisions are submitted in a timely manner. Decisions reflect minimum preparation and application of text knowledge. Strategies produce some positive outcomes regarding marketing management.* Team members demonstrate teamwork with most game decisions.

**2. Final Exam (Individual, 30%)**
The final exam will serve to determine the level of individual knowledge gained from the course over the semester. The exam will consist of 60 multiple choice questions based on the four chapters included in the course package. Each individual must complete the final exam per the deadline individually. Students will have three hours to take the exam and have only one attempt. The exam will be open from 8 am on May 31 and close on June 25 and you are encouraged to read all the chapters as soon as you can and take it early. Make-up exams are allowed only in the most extreme cases and never without prior arrangements. You must contact me before the exam in order to be considered for any rescheduling.

**4. Participation (10%)**
Students will earn a participation grade. A student may lose one to five points if she/he fails to do one of the following things:

A. Submitting a quarter decision on time
B. Responding to my emails regarding your quarter decisions
C. Responding to emails from other team members based on the peer evaluation at the end of the game

**Grading Scale**
Your grade for the course will be calculated according to the following:

Participation..........................................................10%
Marketing Simulation Quarter 1 through Quarter 4 ……….20%
Balanced Scorecard for Quarter 5 through Quarter 8 …..40%
Final exam ……………………………………………………….30%
Total …………………………………………………………….100%

Your final letter grade for the course will be determined using this scale:
   A= 90 and above       B= 80 – 89.99
   C= 70 – 79.99         D= 60 – 69.99
   F= below 60

ADDITIONAL POLICIES

Academic Dishonesty
Cheating of any kind will not be tolerated and will result in an F for the course. Work that is noted to be done an individual basis (i.e., final exam) are required to be done only by the individual with no assistance from team members or others.

Student Rights & Responsibilities
Please carefully review the information at the following link:
http://www.westga.edu/assetsDept/vpaa/Common_Language_for_Course_Syllabi.pdf
The document at this link contains important information pertaining to your rights and responsibilities in this class.

Credit Hour Policy (3 credit hours)
For approximately four weeks, students in this class will generally spend 60 minutes with course materials and simulation project (online) and work about 80 minutes (offline) each day Monday through Friday. The offline work may include, but is not limited to, readings, group work, research, and test preparation.

Participation
Online attendance is required throughout the semester. You will have to log on the course site and simulation site every day during the semester and inform me. If you fail to log on the simulation site and submit your decision, you will lose all the points for that quarter decision. If you miss the final exam without notifying me beforehand, you will lose five points from the final exam grade even if you are allowed to take it.

Release of Grades
You will get your final exam scores released within 48 hours after the deadline for submissions. Your simulation grade will be released within 48 hours of the deadline. If at any point in the course, you would like more feedback on your performance in the course, please email me and I will provide that within 48 hours.
# CLASS SCHEDULE
(All due dates end at midnight East Time)

<table>
<thead>
<tr>
<th>Week (Dates)</th>
<th>Chapters, Topics, and Activities</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong>&lt;br&gt;(5.31-6.6)</td>
<td>Introduction to the Course&lt;br&gt;Reading:&lt;br&gt;Overview (slides)&lt;br&gt;Chapter 2: Group dynamics, processes, and teamwork&lt;br&gt;Overview of Game Scenario (video)&lt;br&gt;Formation of teams&lt;br&gt;Quarter 1: Organize team to do the job</td>
<td>Quarter 1 Decision (6/6)</td>
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<td><strong>2</strong>&lt;br&gt;(6.7-13)</td>
<td>Reading:&lt;br&gt;Chapter 3: Strategic planning&lt;br&gt;Chapter 5: Understanding customer value&lt;br&gt;Quarter 2: Evaluate market opportunities, setup operations, and prepare for test market&lt;br&gt;Quarter 3: Go to market to test strategy, and market assumptions</td>
<td>Quarter 2 Decision (6/8)&lt;br&gt;Quarter 3 Decision (6/12)</td>
</tr>
<tr>
<td><strong>3</strong>&lt;br&gt;(6.14-20)</td>
<td>Reading:&lt;br&gt;Chapter 6: Tactical consideration in designing marketing strategies&lt;br&gt;Quarter 4: Evaluate test market performance and revise strategy, become a learning organization&lt;br&gt;Quarter 5: Seek external funding-prepare marketing plan&lt;br&gt;Quarter 6: Monitor, improve and execute</td>
<td>Quarter 4 Decision (6/15)&lt;br&gt;Quarter 5 Decision (6/18)&lt;br&gt;Quarter 6 Decision (6/20)</td>
</tr>
<tr>
<td><strong>4</strong>&lt;br&gt;(6.21-26)</td>
<td>Quarter 7: Monitor, improve and execute (continue)&lt;br&gt;Quarter 8: Monitor, improve and execute (continue)&lt;br&gt;&lt;strong&gt;Final Exam&lt;/strong&gt; (open at 8 a.m. on May 31 and closed at midnight on June 25)</td>
<td>Quarter 7 Decision (6/22)&lt;br&gt;Quarter 8 Decision (6/25)</td>
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Final grade posted on June 26.
Exhibit I: Decisions by Quarter (All decisions are due at midnight of East Time)

Quarter 1: Organize team to do the job *(Due on June 6, 5 points).*

- Focus on process of working as a team to achieve goals
  - Assess team members' skills, personalities, and work styles
  - Set organizational and personal goals
  - Organize the work
  - Determine how to manage the organization
  - Establish leadership
- Determine desired image of company
  - Designate a company name

Quarter 2: Evaluate market opportunities, setup operations, and prepare for test market. *(Due on June 8, 5 points)*

- Analyze market opportunities—evaluate segments, geographic markets, and potential competition
- Establish corporate goals and strategic direction
  - Specify and rank order corporate goals
  - Write mission statement
  - Select target segments
  - Establish strategic direction
- Create customer value—design initial brands for test market
  - Match components to benefits desired (Quality Function Deployment (QFD))
- Select test markets—setup sales offices

Quarter 3: Go to market to test strategy, and market assumptions *(Due on June 12, 5 points)*

- Marketing strategy—evaluate tactical options and choose marketing mix
  - Pricing and price promotions
  - Sales force management—number employed, training, and incentives
  - Advertising—ad copy design, media placement, and ad frequency
- Market research—budget collection of information

Quarter 4: Evaluate test market performance and revise strategy, become a learning organization *(Due on June 15, 5 points)*

- Evaluate performance
- Financial performance—profitability analysis
- Market performance—customer opinion of brand designs, prices, advertising, and sales force
- Competitor tactics—segments targeted and selection of marketing tactics

• Revise marketing tactics as needed, and continue test marketing

**Quarter 5: Seek external funding—prepare marketing plan** *(Due on June 18, 10 points)*
  • Evaluate performance—financial, marketing, and competitive
  • Develop two-year marketing plan
    - Goals—marketing and financial
    - Marketing strategy
    - Financial strategy
  • Invest in R&D for new technology
  • Begin roll out of marketing plan

**Quarter 6: Monitor, improve, and execute** *(Due on June 20, 10 points)*
  • Evaluate performance—financial, marketing, and competitive
  • Skillfully adjust strategy
  • Marketing—make incremental changes in tactics
    - Use activity based costing (ABC) to evaluate profitability of brands and sales offices
    - Conduct demand analysis to estimate brand, price, advertising, and sales force elasticity
    - Continuously improve brand features (R&D)

**Quarters 7: Monitor, improve, and execute (continue)** *(Due on June 22, 10 points)*
  • Manage strategy
    • Skillfully adjust strategy to unanticipated competitive moves
    • Continuously improve brand features (R&D), pricing, promotions, and sales force
    • Adjust strategy within financial capability

**Quarters 7 & 8: Monitor, improve, and execute (continue)** *(Due on June 25, 10 points)*
  • Manage strategy
    • Skillfully adjust strategy to unanticipated competitive moves
    • Continuously improve brand features (R&D), pricing, promotions, and sales force
    • Adjust strategy within financial capability