

## ***MKT 6339.0W1*** ***Online Course Syllabus***

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### **Course Information**

*Course Number/Section*   MKT 6339.0W1  
*Course Title*                Capstone Marketing Decision Making  
*Term*                            Fall 2016 (August 22 – December 7)

### **Professor Contact Information**

*Professor*                    Dr. Daniel Rajaratnam  
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*Online Office Hours*      By appointment

### **About the Instructor**

Dr. Rajaratnam has taught numerous marketing courses at the graduate level over the past 31 years. He has a MBA and a Ph.D. in Marketing. He also worked as an executive in two large corporations. He has published in 10 business journals including the Journal of Marketing, Journal of the Academy of Marketing Science, Journal of International Business Studies, and the Journal of International Marketing. He has won numerous awards for teaching and research. His most recent was for Best Paper published in 2014, in the Journal of the Academy of Marketing Science.

### **Course Pre-requisites, Co-requisites, and/or Other Restrictions**

MKT 6301

### **Course Description**

This course will help you develop skills and gain experience in analyzing, formulating, and implementing marketing strategy and seeing how the marketing tactics selected need to be in alignment with that strategy. Course lectures are organized in modules on different topics related to marketing decision making. These modules are meant to supplement and integrate material that you have previously learnt in other marketing courses. A marketing simulation will be used to enable you to apply what you are learning. In teams you will manage a fictional firm that competes with firms managed by other teams. This large scale computer simulation will be using a software package called “PharmaSim”. It will take up a significant part of your time and activity in this course over several weeks. A simulation has several advantages over other methods such as case studies. Unlike case studies where you typically stop with broad recommendations, simulations require that you make a specific decision. Further, these decisions will have consequences: you will receive “feedback” on your decisions in the form of the market performance of your firm. There is also the benefit of being able to continue the management of a company over time, rather than as a one-shot experience.

## Student Learning Objectives/Outcomes

Upon completion of the course, students will be able to:

- Differentiate between options and plan the correct application of segmentation, target marketing, positioning and other strategic considerations in developing a marketing mix for a given situation.
- Relate marketing plans and decisions to financial metrics and estimate the financial value of different alternatives, accounting for long-term implications of marketing actions and making sound assumptions to deal with market uncertainties.
- Appraise and justify the reasons and assumptions made for choosing from various solutions, discerning the tradeoffs involved in the different alternatives.

## Required Textbooks and Materials

- **PharmaSim Simulation:** Once you register for this course, you will get an email from Interpretive.com prior to the first day of classes, that will give you information on how to access and pay for the simulation. Once you pay for the simulation which costs \$39.95 per student, you will be able to use the simulation, and download the student manual.
- **Readings:** You must purchase and download the coursepack from Harvard Business School Press at: <http://cb.hbsp.harvard.edu/cbmp/access/51268625>. The cost is about \$104 for each student.

Textbooks and some other bookstore materials can be ordered online through Off-Campus Books <http://www.offcampusbooks.com> or the UT Dallas Bookstore <http://www.bkstr.com/texasatdallasstore/home>. They are also available in stock at both bookstores.

## Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements <http://www.utdallas.edu/elearning/students/getting-started.html#techreqs> on the Getting Started with eLearning webpage <http://www.utdallas.edu/elearning/students/getting-started.html>.

## Course Access and Navigation

The course can be accessed using the UT Dallas NetID account at: <https://elearning.utdallas.edu>. Please see the course access and navigation <http://www.utdallas.edu/elearning/students/getting-started.html#courseaccessandnav> section of the site for more information.

To become familiar with the eLearning tool, please see the Student eLearning Tutorials <http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html>.

UT Dallas provides eLearning technical support 24 hours a day/7 days a week. The eLearning Support Center <http://www.utdallas.edu/elearninghelp> services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

## Communication

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the eLearning Tutorials webpage <http://www.utdallas.edu/elearning/students/eLearningTutorialsStudents.html> for video demonstrations on eLearning tools.

### **Interaction with Instructor**

The instructor will communicate with students mainly using the Announcements and Discussion tools. Students may send personal concerns or questions to the instructor using the course Email tool. General questions which are not of a personal nature should be posted in the “Ask the Professor” Board or Forum. The instructor will reply to student emails or Discussion board messages within 3 working days under normal circumstances.

### **Distance Learning Student Resources**

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the eLearning Current Students page <http://www.utdallas.edu/elearning/students/cstudents.htm> for details.

### **Server Unavailability or Other Technical Difficulties**

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online eLearning Help Desk <http://www.utdallas.edu/elearninghelp>. The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

### **Overview of How This Course is Structured**

- There are a total of 13 Lecture Modules.
- There is a simulation and written report which will be done in teams of 4 students per team.
- Two individual closed book exams with multiple choice and true false questions.

For details on add/drop dates and other important milestones please refer to the appropriate academic calendar located at the [UT Dallas Academic Calendar webpage](#)

### **Assignments & Academic Calendar**

<b>WEEK/ DATES</b>	<b>TOPIC/ LECTURE</b>	<b>READING</b>	<b>ASSESSMENT / ACTIVITY</b>	<b>DUE DATE</b>
1 8/22 –8/28	Course Access & Overview of Marketing	Customer Centricity by Deshpande	Finish group formation and submit names and corresponding groups	Aug 30
2 8/29 - 9/4	Overview of PharmaSim	PharmaSim student Manual	PharmaSim quiz	Sept 6
3 9/5 – 9/11	Marketing Environment	Introduction to Strategy by Casadesus-Masanell	PharmaSim practice round	Sept 13
4 9/12 – 9/18	Strategic Planning	Framework for Marketing Strategy Formation by Dolan	PharmaSim Decision 1 due	Sept 20

5 9/19 – 9/25	Segmentation, Targeting, and Positioning	Segmentation and Targeting by Gupta; Brand Positioning by Avery and Gupta	PharmaSim Decision 2	Sept 27
6 9/26– 10/2	Consumer Behavior	Consumer Behavior and buying process by Gourville and Norton	PharmaSim Decision 3	Oct 4
7 10/3 – 10/9	Generic Strategies	Business to Business Marketing by Cespedes and Narayandas	PharmaSim Decision 4	Oct 11
8 10/10 – 10/16	Competitive Advantage	Creating Customer Value by Gupta	<b>Exam 1 over lectures &amp; readings weeks 1-7</b>	Oct 18
9 10/17 – 10/23	Differentiation	Brands and brand equity by Deshpande and Keinan	PharmaSim Decision 5	Oct 25
10 10/24 – 10/30	Competition	Competitive Dynamics by Ly and Vroom	PharmaSim Decision 6	Nov 1
11 10/31 – 11/6	Pricing	Pricing strategy by Dolan and Gourville; Pricing, Profits and Customer Value by Cespedes, Shapiro, Ross	PharmaSim Decision 7	Nov 9
12 11/7 – 11/13	Distribution	Developing and managing channels of distribution by Rangan	PharmaSim Decision 8	Nov 16
13 11/14 – 11/20	CRM	Customer Management by Gupta	PharmaSim Decisions 9 & 10	Nov 22
11/21 – 11/27	<b>Fall and Thanksgiving Holiday</b>			
14 11/28 – 12/4			PharmaSim journal is due	Nov 30
<b>Exam 2 over reading and lectures since exam 1</b>				Dec 7

**All 10 periods of Simulation should be completed on or before November 22, 2016**

## Proctored Final Exam Procedures

This course requires proctored closed book examinations.

Local students can now take their exams on-campus at the **UTD Student Success Center - Testing Center** (no fee charge). Please see the [UTD Student Success Center - Testing Center Website](#) for more information and check the hours of operation and testing center policies. Please be sure to view and follow the **Test Center Student Guidelines** found on the Testing Center main web page. If an exam is scheduled with multiple-day exam time window, students are required to make an appointment using the **RESERVE-A- SEAT** application to take the exam during the required exam test window as specified. If an exam is schedule only for one day (or set with a specific time window), students can just walk in to the UTD Testing Center to take the exam during that scheduled date (or on the set time). No reservation is needed. The UTD Testing Center is located at the McDermott Library basement (**Room MC 1.304**). When you arrive to take your exam, you will sign in with your **Comet Card** (or a **photo ID & UTD ID number** if you do not have a Comet Card).

Students who find UTD geographically inconvenient may use a testing service of their choice at a convenient location to have the exam proctored. All exams must be completed within this required exam time window: **see page 7 for testing dates**. All students must inform the instructor of their outside testing location. A proctored exam application **must** be completed **3 weeks prior to the date of the test**. Please go to the [Proctored Exam Information](#) page to check out **Procedures for Arranging an Individual Proctored Exam** and to access and complete the **Online Proctored Exam application**. Please note students are responsible for any fee charge of their testing services. All completed exams must be received within 3 days (not the date to take the exam but to have test center return them) to allow timely grade reporting to the UTD Registrar.

The UTD Testing Center requests all students strictly follow the proctored exam scheduling deadlines. If any student needs special accommodations, please seek the instructor's approval in advance. If you have any questions about using either UTD or outside testing center service, please email [TestingCenter@utdallas.edu](mailto:TestingCenter@utdallas.edu).

## Grading Policy

### *Weights*

<b>Topic</b>	<b>Points</b>	
Simulation Performance	150	Based on criteria given in this syllabus
Simulation Journal	50	Lessons learned using criteria given in this syllabus
Exam 1	150	Over the first half of the readings and lectures
Exam 2	150	Over the second half of the readings and lectures.
Total	500	

## *Grading Scale*

Overall Course %	Letter Grade
90-100%	A
89%	A-
85-88%	B+
80-84%	B
79%	B-
75-78%	C+
68-74%	C
Less than 68%	F

## ***Accessing Grades***

Students can check their grades by clicking “My Grades” on the course menu after the grade for each assessment task is released.

## **Course Policies**

### *Make-up exams*

There are NO make-up exams allowed unless you have a dire and serious emergency and in those cases most present documented proof such as a physician’s note. It is at the sole discretion of the instructor to determine if the emergency warrants an extension and makeup exam.

### *Extra Credit*

There is no extra credit in this course.

### *Late Work*

Late work will not be accepted. Please ensure that your written simulation journal/report is submitted on or before November 30, 2016

### *Special Assignments*

There are no special assignments

### *Class Participation*

Students are required to login regularly to the online class site. The instructor will use the tracking feature in eLearning to monitor student activity. Students are also required to participate in all class activities such as discussion board, chat or conference sessions and group project.

### *Classroom Citizenship*

The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper netiquette when interacting with class members and the professor.

## **Exams**

Each of the exams will be multiple choice and/or true false over online lectures, course readings, and the simulation.

**PharmaSim Marketing Simulation:**

Computer based simulations are a popular and useful tool for learning and applying business concepts. Managers can use simulations to sharpen their strategy formulation skills or learn about the dynamics of different industries. In groups you will act as the Brand Manager for Allstar Brands' Allround over-the-counter cold medicine group. As a member of the marketing management team, your group will make decisions regarding product mix, pricing, distribution, advertising, and promotion. These decisions will be incorporated into a computer-simulated market to reveal how you and your competition performed. Decisions cover a time-span of 10 simulated periods, allowing you to observe both the short-term and long-term effects of your decisions. You will have to analyze the company, its customers, competitors, collaborators, business environment, prepare and execute a marketing plan and marketing strategy, evaluate the outcome, and make recommendations to your successors. You will be allowed a total of 8 replays. After October 11, you will be allowed to move beyond period 4. Each group must designate one member to be their "Team Leader" and inform the instructor. The Team Leader is the only team member who can advance the simulation to the next period. Be sure to choose a team leader who does not have conflicts in making sure that decisions are submitted by the assigned due dates.

**Simulation Performance:**

Most businesses use some objective criteria to judge managerial performance. Below are listed criteria by which your simulation results will be evaluated.

Market Share (50 points)	Net Income (50 points)	Customer Satisfaction (40 points)	Brand Awareness (40 Points)	Grade Allocation
10% + increase	20% + annual growth	At least 60%	At least 85%	100%
6-10% increase	11-20% annual growth	At least 55%	At least 80%	90%
1-5% increase	1-10% increase	At least 50%	At least 75%	80%
0-5% decrease	0-5% annual decline	Maintaining satisfaction	Maintaining awareness	70%
6-10% decrease	6-10% annual decline	Decreasing satisfaction	Decreasing awareness	60%

Individual grades on the simulation will be determined with input from peer evaluation.

**Group Formation**

Groups of 4 students per group will be assigned during the first week of the class. Each group can use the available group tools under its own group area in the course to communicate and collaborate within the group. A web conference system is available for use. Teams can schedule a live web conference for team work. Please see the [Web Conferencing page](#) for instructions on making a reservation and other web conference information.

**Rubric for PharmaSim Journal:** The simulation journal should describe the weekly decision process and strategy that your team used for each simulation decision and your analysis of the outcome. The journal should include **for each decision period:**

- An analysis of the marketing environment
- Your major competitors and why
- Your marketing objectives
- Your target market and the reasons for this choice
- Your marketing strategy and an explanation of the rationale behind your decisions for each week
  - Product strategy
  - Pricing
  - Distribution channel decisions
  - Promotion and advertising tactics
- A copy of the performance summary report for each decision
- An analysis of what worked and why
- An analysis of what did not work and why
- Important “take aways” from that decision
- Any changes you plan to make for the next decision period.

In order to clarify, illustrate or support your points, you may include graphs, tables or other exhibits in order to track trends. The journal should be a chronological account of each decision, the budget and your explanation of your decision. Your journal should be clear, well organized, thorough, and show understanding of the simulation decisions as well as the effect of competitors’ actions.

### **Assignment submission instructions**

Locate the assignment in your eLearning course. You will submit your assignments in the required file format with a simple file name and a file extension. To submit your assignment, click the assignment name link and follow the on-screen instructions to upload and submit your file(s). For additional information on how to submit assignments, view the [Submitting an Assignment video tutorial](#).

**Please Note:** Each assignment link will be deactivated after the assignment due time. After your submission is graded, you may go to My Grades on the course menu and click the score link to check the results and feedback.

For any group assignments, select a group leader and only that individual will submit the assignment for the group and all group members will be able to view the results and feedback once it’s been graded.

### **Comet Creed**

*This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:*

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

### **UT Dallas Syllabus Policies and Procedures**

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus.

Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

***The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.***

**Peer Evaluation Form for Group Simulation**

Team

**Confidential: do not turn in as a group with simulation report, you must turn it in individually to me as an email attachment.** The purpose of this evaluation is to measure the contribution of each member to the group effort. Each member will rate the relative contribution of all members in the group.

If a majority of students on the team rate a student a “M” (Mediocre), then that student will get a 90 point deduction from the project. If a majority of students on the team rate a student an F (no usable contribution), then that student will get a 0 on the project. You should be honest and impartial in your evaluations. The instructor reserves the right to adjust and/or discard evaluations that are questionable or based on personality conflicts. Please use the scale shown below:

**Rating scale**

**A.** Acceptable: No major issues, contributed work: no point deduction

**M.** Mediocre: There were significant issues, for example student did not attend most of the meetings and/or contributed poor quality work and/or submitted late work and/or not enough volume of work: 90 point deduction. At my discretion I may increase point deduction, point deduction might be reduced based only on documented work-not verbal he said she said or “I was waiting for” excuses

**F.** No usable contribution. Student either did not contribute any work that could be used in the project or did so past the documented deadline set by the group: 0 on the project

<b>Enter the name of each group member, yourself first, below.</b>	<b>Rate the member’s contribution on the A, M or F scale:</b>	<b>Please provide some justification for your rating below <u>only if you rated a team member as a M or F.</u> Use back of the form if needed.</b>
1. Your Name:		
2.		
3.		
4.		
5.		