

MKT3421/MKT3811 Marketing Analysis and Decision Making (AY2020/2021-Semester 1)

COURSE OBJECTIVE

Marketing scholars and practitioners have developed a large variety of analytic models and tools to help practitioners take decisions in strategic contexts. This course helps you develop skills and gain experience in formulating and implementing marketing strategy and seeing how the marketing tactics selected need to be in alignment with that strategy. The course will specifically focus on issues such as the selection of which businesses and segments to compete in, how to allocate resources across businesses, segments, and elements of the marketing mix, as well as other significant strategic marketing issues facing today's managers in dynamic competitive environments. These concepts will be further concretized in the context of an in depth marketing strategy simulation that will occur throughout the course.

Thus this course will not only equip you with models you can use but also teach how to apply them to real-life applications, interpret the results and develop actionable marketing strategies.

PEDAGOGY AND LEARNING MATERIALS TO BE USED

This course will have three major pedagogical approaches: (1) lectures/discussions (2) simulation game and (3) case-discussions.

1. Lectures/Discussions: In these sessions we will focus on principles, theories, and basic applications of marketing strategy. Discussion and questions are strongly encouraged. It is my hope that each of you try to see the relevance of these principles to situations that you will experience in a business environment which you are ultimately gearing for.
2. Simulation game (Markstrat): Simulation games are in many ways just like cases. The difference is that not only do you have to make decisions of what you would do hypothetically, but in this simulation game, you get to "actually" make decisions and receive "market" reactions. There is also the benefit of being able to continue the management of a company over time, rather than as a one-shot experience. This large-scale computer simulation, Markstrat, will occupy a significant part of our time and activity. For this exercise, you will need to work in teams of 5-6 students. The advantage of Markstrat is that it will provide all of us with a common context in which we can discuss the principles of marketing decision making. It will also allow us the opportunity to test alternative actions and analyses without the cost of implementing them in real settings.
3. Cases: Cases allow us to apply many of the concepts to realistic situations. All cases have to be individually prepared and submitted. Please come fully prepared for case discussions and be prepared to be cold-called by the professor.
 - Recommended textbook(s): Philip Kotler, Dr Kevin Lane Keller, Swee-Hoon Ang, Chin-Tiong Tan, Prof Siew Meng Leong; Marketing Management: An Asian Perspective, (7th edition, 2017), Pearson.

- Simulation: Markstrat. Larréché and Gatignon, Markstrat Online manual.
- Cases to be used: Emotiv Systems Inc. (HBS 510-050), HubSpot: Inbound Marketing and Web 2.0 (HBS 9-509-049), BARCO (HBS 1991, 591133), Cambridge Software Corporation (HBS 9-191-072)

PRE- READINGS AND PRE ASSIGNMENTS FOR THE CLASS

Students are **required to go through the manual of Markstrat** and be prepared with the same before they come to the class. Based on past experience I do notice a high level of correlation between those who have read the manual beforehand and their performance in Markstrat. You have roughly 2 weeks to do this. Also **reading the cases beforehand** will help on saving the time.

GRADING COMPONENTS

	Grading Component	Basis of Evaluation	Percentage of the final grade
1	Class participation (includes attendance, in-class assignments and discussions)	Individual	20%
2	Case assignments	Individual	30%
3	Markstrat performance	Group	40%
4	Peer review	Individual	10%

COURSE EVALUATION CRITERIA

1. **Class Participation (20%):** The students are evaluated on the basis of class participation and their contribution to the learning environment of the class. Some of the criteria for evaluating effective class participation include:

Is the participant prepared? Do comments show evidence of analysis of the case and understanding of class readings? Do comments add to our understanding of the situation? Does the participant go beyond simple repetition of case facts, adding analysis and conclusions? Do comments show an understanding of theories, concepts, and analytical tools presented in class lectures? Is the participant a good listener? Are the points made relevant to the discussion? Are they linked to the comments of others? Is the participant willing to interact with other class members? Is the participant an effective communicator? Are concepts presented in a concise and convincing fashion?

Your grade for class participation is not simply a function of the amount of "airtime" you take up. It will depend largely on the "quality" of your comments which will be assessed by the professor.

Any activity that disrupts the class including but not limited cross talk, parallel discussions, disturbing the class by making noises etc may lead to reduction in this grade at the total discretion of the faculty.

There will also be in-class work which the students are required to submit within the specified time. This will also be counted to the class participation work. This will be graded based on the following parameters:

Are the concepts being understood correctly by the students? Are they able to visualize using these in their business?

2. **Case Assignments (30%):** Three individual written case assignments will be due during the course of the class. Each of these cases is to be submitted before the class in which it is due to be discussed. They will be worth a total of 30% of the course grade. The questions and guidelines will be provided in class. The assignment is to be submitted in two-pages (single spaced, 11 pt font). All your working can be in the appendix which HAS TO BE CROSS REFERENCED in the body of the analysis.
3. **Measuring Markstrat Performance (40%):** Your team's performance in the Markstrat simulation will constitute a major part of your grade. The primary measure we will use is the cash flow generated by your business (i.e. increase in your "Cumulative Net Contribution" also known as "Cumulative EBT"), which you will be striving to maximize within your "industry." We will be comparing your Net Contribution to other firms that are endowed with the same starting positions. In order not to discourage any team prematurely, we will measure Cumulative Net Contribution at two points in time, first for the early decisions (up to decision 4) and then again for the later decisions (from decision 5 to decision 8 or 9 as the case may be). This will give us the option to reward turnarounds and penalize "fizzle-outs." Hence, you will receive two scores which will then be averaged for your grade in this component of the course. In addition, to dissuade unrealistic end-gaming, the quality of your team's final strategic position will also be considered by the instructor when evaluating your overall Markstrat performance. Specifically, team's that leave their firms in positions that would likely lead to poor future performance (e.g., no R&D effort) may be given an evaluation that is lower than would be expected based on their past Net Contribution alone. For the deadlines/guidelines for the please refer to the section on Submission Deadlines and Guidelines.

You are not allowed to share any of your MARKSTRAT team information, specific decisions, strategy, or planning with any other MARKSTRAT team. No collusion whatsoever is allowed for the MARKSTRAT Simulation.

4. **Peer Review (10%):** In each group, the group members will rate each other's performance/contribution to the group using a 5 point scale. Note that if a particular group member's grade as given by rest of the group is really bad for the group work, this will affect that group member's mark for that particular assignment in the following manner:

-Average grade is ≤ 3 to 5	: No change in marks for the group assignment
-Average grade is ≤ 2 to < 3	: You get 20% less mark compared to your group
-Average grade is < 2	: You get 30% less mark compared to your group
-Non submission	: You get 40% less mark compared to your group and 0% for the peer evaluation grade

For e.g. if the group got 30 out of 40 for the group work, a person whose peer evaluation is 2 will get 24 marks out of 40 and a person who got 1.8 will get 21 marks. A person who did not submit, loses 10% allocated for peer evaluation as well as will get 18 marks for the group work.

SUBMISSION GUIDELINES

For Markstrat decision, every 10 minutes delay in submission will result in your contribution being decreased by \$100K (No exception!).

For case submissions, a submission beyond the deadline is strictly disallowed.

There are **3 out of 4 case** assignments to be submitted. All the case submissions should be done **before the beginning of the respective class** where in that particular case discussion is scheduled. Any late submissions will not be considered. The page limit for the submission is two (single spaced, 11 pt font). If anyone submits all the 4 cases, we will be taking the **best 3 of the 4** for computing your grade. **Note that all submissions will be taken in through 'Turnitin'**. As such while you may discuss the cases with your classmates, any plagiarizing from online or each other will lead to loss of marks and may be referred to the university for further disciplinary action.

POLICY ON USING OUTSIDE SOURCES OF INFORMATION

Do not use any outside sources of information when preparing for case discussions or producing written case analyses. Outside sources of information include the library, the mass media, the Internet, and any of your friends/classmates or others. Cases are designed to be self-contained sources of information about specific business situations.

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>

Also the following links will help in understanding plagiarism:

<https://libguides.nus.edu.sg/new2nus/plagiarism>

<https://wts.indiana.edu/writing-guides/plagiarism.html>

DETAILED SESSION SCHEDULE (TENTATIVE)

Session	Date	Topic	Submission	Submission Deadlines
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1	12-Aug-20	Course Overview		
2	19-Aug-20	Analytics & Decision Making	Form groups	By Saturday 11 pm
3	26-Aug-20	Introduction to Markstrat	Markstrat decision-Period 1	In class
4	2-Sep-20	Introduction to Markstrat- contd	Markstrat decision- Period 2	In class
5	9-Sep-20	New Product Development and Launch Issues	Case #1	Before class
			Markstrat decision-Period 3	Out of class- by Saturday 11:00pm
6	16-Sep-20	Accelerating the growth	Markstrat decision- Period 4	In class
	23-Sep-20	RECESS WEEK		
7	30-Sep-20	Accelerating the growth	Case #2	Before class
			Markstrat decision-Period 5	Out of class- by Saturday 11:00pm
8	7-Oct-20	Distribution of Marketing Dollars and Production Planning issue		
9	14-Oct-20	Responding to Competition	Case #3	Before class
			Markstrat decision-Period 6	Out of class- by Saturday 11:00pm
10	21-Oct-20	Sustaining Leadership over the Product Life Cycle	Markstrat decision-Period 7	Out of class- by Saturday 11:00pm
11	28-Oct-20	Product Line Decisions	Case #4	Before class
			Markstrat decision-Period 8	Out of class- by Saturday 11:00pm
12	4-Nov-20	Managing in Declining Industries	Markstrat Decision- Period 9	Out of class- by Saturday 11:00pm
13	11-Nov-20	Concluding session	Team presentations	

The cases marked with * are due for submission before the beginning of the class on the day it is being discussed.

All students are required to do the pre-reads and cases BEFORE the class. Discussions will be counted towards the class participation marks.

DISCLAIMER

The lecture topics, teaching materials, and evaluation procedures are subject to change in the event of extenuating circumstances. Such changes while not anticipated are possible. The instructor reserves the right to slightly alter anything in the syllabus at any time and for any reason.