

Marketing Management MBA 706  
On-Line

<b>INSTRUCTOR</b>	<b>DR. JAMES BOLES</b>
<b>OFFICE:</b>	<b>444 BRYAN BUILDING</b>
<b>OFFICE HOURS:</b>	<b>TUESDAY 5:30-6:30 P.M. &amp; BY APPOINTMENT</b>
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**\*This syllabus is binding and will not change without notice sent to the entire class through the Canvas system\***

**Required Text**

**Marketing Management Framework by Capon**

**Also required**

**PharmaSim Marketing Simulation**

**These two should be bundled together from the bookstore**

***Be sure to turn on Announcements as that will be my primary mode of communication with the class.***

**NOTE: As a student taking an online course, it is your responsibility to make sure that you have access to a reliable computer and a reliable internet connection during the entire duration of the course. Inability to access a computer or internet at any time during the course is not an acceptable excuse for not completing an assignment. UNCG has several computer labs available for students and public libraries offer internet access free of charge.**

**COURSE DESCRIPTION:**

This is a course in marketing management based on lecture materials, readings, a case analysis, and the PharmaSim Marketing Simulation. It is designed to explore the managerial aspects of the marketing function. The course is organized around the key marketing decision variables—target market selection, product, pricing, distribution and promotion—and around the various marketing processes of strategy formulation, tactical decisions and implementation.

Marketing is not just selling or advertising. Rather, it is the business function that deals with customers' needs and wants. Marketing management helps companies to understand customer preferences, link that knowledge to designing appropriate products and services for selected customers, and determine appropriate methods to communicate, capture, and deliver value. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Keep in mind that effective marketing management results not only from simply internalizing marketing facts and institutional detail, but also from systematic critical thinking and the reasoned application of several general principles. With these factors in mind, the objectives and outcomes of the course are as follows:

**Learning Objectives and Outcomes:**

**At the completion of the course, students will be able to:**

- 1) Demonstrate an understanding of marketing and the marketing process.
- 2) Evaluate international markets and determine which market to enter for a specific product or service
- 3) Locate, interpret, and evaluate marketing information for decision making.
- 4) Evaluate the obstacles and challenges in building and managing brands
- 5) Analyze the changes in marketing strategies during the product's life cycle.
- 6) Evaluate the internal and external forces that influence an organization's marketing strategy.
- 7) Assess the attractiveness of a market segment.
- 8) Evaluate the roles of ethics in marketing activities.
- 9) Apply the tools and concepts learned in the course to develop a customer-driven marketing strategy and mix in the PharmaSim Simulation.

**CRITICAL NOTE: This is an intensive course and requires a significant amount of work. We cover in 6 sessions, the same material that is typically covered in a 14-15-week semester. As such, to be successful in this course, you must schedule sufficient time to read the materials, complete the assignments every week and work with your team on the project. If you are not able to commit the required time, or if your schedule involves traveling or other commitments that will require extensive or excessive accommodations please take this course during the regular semester.**

## COMMUNICATION

All communications will be sent through the Canvas LMS. In your communications to me, you may address me as Professor; Dr. J; Professor J; Dr. Boles, or Professor Boles.

**Email communications:** I will respond to emails in a timely manner – typically within 24 hours (weekdays, but may be longer on the weekend or if I am involved in a major research program). If I initiate an email to you, I will use your email address associated with your name in Canvas, so be sure to check that account often.

## COURSE DESIGN

**All sessions run on a Monday to Sunday schedule. New sessions begin on Monday at 5:00am and end on Sunday at 11:59pm. These are in the “Modules” tab on the course site.**

**To accomplish the course objectives, we will use a combination of lectures, videos, case studies, readings, and the PharmaSim Marketing Simulation.**

The course is designed as an introductory survey of marketing topics that will introduce you to the theories, terminology and frameworks of marketing. As such, those students with a strong marketing background may find some of the material more of a refresher course than will other students without a marketing background. I do believe that the PharmaSim Simulation will prove challenging and motivating for those students who truly engage in the Simulation.

- Ⓐ **Lectures:** Lectures will focus on principles, theories and applications. However, listening to the lecture is no substitute for reading the chapters. Included in the lectures and/or Modules are video cases/clips that allow you to gain a more in-depth understanding of course concepts and their applicability to the marketplace. These videos provide examples to highlight practice and application of the concepts and frameworks discussed in our readings and lectures. At several points during the semester, you may be required to engage in a discussion of the topics from the readings, lecture, or video case. Articles and other readings may also be posted in the respective modules. **Not all chapters in the text will be covered.**

### ***Evaluation and Grading Policy***

1. Discussion (these discussion topics are assigned)	15%
2. 3 Quizzes	20%
2a. PharmaSim Quiz (open book)	5%
3. Quantitative Analysis	15%
4. PharmaSim Simulation	
Simulation performance relative to others	20%
5. International Assignment	5%
6. Final Exam	20%
Total	100%

<b>Final Grade Assignment Scale</b>	<b>(93-100)</b> <b>A- (90-92)</b>	<b>B+ (87-89)</b> <b>B (83-86)</b> <b>B- (80-82)</b>	<b>C+ (77-79)</b> <b>C (73-76)</b> <b>C- (70-72)</b>	<b>D (60-69)</b>	<b>F (&lt;60)</b>
<b>Value</b>	Outstanding Excellence	Mastered material	Tagged the bases	Unsatisfactory	Unacceptable
<b>Organizational equivalent</b>	Promoted	Raise	No Raise	Reviewed	Fired
<b>Typical Percentage</b>	25-35%	50-60%	~10%	<5%	<5%

**All assignments with the exception of the Simulation are to be completed individually**

**Grades are non-negotiable** and final grades can only be changed to correct calculation or input errors on my part. If you have questions as to the validity of a grade this must be brought to my attention in writing within one (1) week of the day/date the grade is posted.

Grades WILL NOT be determined by a standard bell curve whereby the majority of the class receives a 'C' and the minority receives otherwise. Rather, grades will strictly depend on the number of points accumulated relative to the total number of points allotted in the course.

**\*\*Note:** All submitted work will be checked for plagiarism. To avoid discrepancies, be sure to cite appropriately works of others that you are referencing. For details on what constitutes plagiarism, please visit <http://academicintegrity.uncg.edu/> and see further details below.

## COURSE STRUCTURE

### **Modules:**

The modules will contain lectures, videos, and suggested readings (these readings are optional but are designed to enhance your learning and career). Lecture content (e.g., videos, etc.) will remain available after the module has ended for later review as needed. Video cases are included as either MP4 or hyperlinks within the lecture slides.

### **Virtual Class Meeting:**

Most weeks we will meet via Zoom in Canvas. Meetings are scheduled for 1-hour on Tuesday (though I am open to other times that may suit the class better) and will consist of short lecture discussion and answering your specific questions – especially those relating to the simulation. It is an optional meeting. If there are no questions, these meetings will probably not run the full hour. Attendance, though not mandatory is strongly encouraged. Meetings **will be recorded and posted** for later viewing.

### **Discussion Postings: 15%**

Much learning can be gained as you share your experiences, questions and analyses with each other. Participation in the discussions is mandatory, and requires thoughtful/ thought provoking

engagement, rather than superficial commentary. These are graded to a reasonably strict standard so don't just write something without proper thought and reading as well as reviewing. Five weekly discussion forums are offered on specific topics. **You are expected to post your response to the issues or scenarios posed and respond to a minimum 2 posts made by your classmates by Thursday. You must post first before you can see the posts of others.** In other words, you will not see the posts of others until you have posted your original thoughts on the topic. Your original thought must be fully constructed. Submitting a few words, sentences, incoherent content, noncontributory statements (e.g., I agree, good point, I like what you said, etc..) that then allows you to see the responses of others to which you then craft your argument, will result in ZERO. The objective is to enhance the conversation and bring further insight to the subject at hand. Try to synthesize the collected wisdom from the class in a way that makes sense to you. Contribute those ideas and others will add their thoughts. The discussions are contained within each Module.

**While the Module runs Monday 5:00AM – Sunday 11:59PM,  
*discussion posts are due on Thursday by 11:59pm.***

#### **Quizzes: 20%**

**We will have 3** quizzes on the lectures, videos and textbook assigned materials that will focus on all or some the materials for the respective modules, including readings, lectures and videos (ads & cases) within that module. These quizzes are designed to make sure students are keeping up in the course and understanding the material. The format will typically be multiple choice, but it may include true/false or short answer essay. Quizzes can be found within each session module and must be completed before 11:59pm on Sunday unless otherwise noted.

**Accessing the Quiz:** You will find the quizzes on Canvas. To access Quiz 1, go to “Assignments “Quiz 1.” Follow a similar procedure for other quizzes.

**Taking the Quiz:** You can take each quiz ONE time only. There will be no additional quiz-taking opportunities. If you miss a quiz, your score for that particular quiz will be 0. **If you know that you cannot take a quiz in the latter part of the week, study ahead and take it early in the respective week.**

**Simulation Quiz 5%(open manual)** that needs to be completed during the first week of class so you will be able to do better in the simulation. ***The simulation quiz is located on the Interpretive Simulations website for the course.***

#### **Quantitative Analysis 15%**

The quantitative assignment will be in the form of a simple case where you are to answer the questions regarding the business situation in the simple case. This is an Individual Assignment where each student will be given a short case from which you must answer the question(s) provided regarding the potential finances of the firm given the scenario you are provided.. The focus is to increase your analytical abilities, increase your ability to use the fundamentals of what

is typically classified as marketing math, and learn how to glean important information from a relatively rich environment and use it to make good decisions. The short case will be included in one of the modules in Canvas.

**International Assignment 5%:** Students will be provided a product and will be required to find the “best” international market for the product. This cannot be longer than 2 pages + exhibits. The instructor will give you the product via the assignment page.

**Final Exam: 20%**

The objective of the exam is to ensure that you understand the core concepts. Exams include 50-80% of material from the textbook and lectures. Therefore, if you do not read the book and complete the weekly assignments, it will be difficult to pass the exam and subsequently, the course. Be aware that questions are essentially of two types: (1) purely informational questions and, (2) diagnostic questions. The purely informational questions require less thought, as they merely test your exposure to, and memory of the material. Diagnostic questions, however, often cause some degree of discomfort for those who are not accustomed to them. Their purpose is to determine whether you have learned the material adequately to be able to recognize its applicability in a given situation. These questions ask you to search your memory banks to determine what you have learned that is useful and appropriate to apply to the situation with which you are faced.

**Testing Procedures to be followed:** Final exam is available in the Canvas course site, during the assigned test times. You can take the exam only ONE time. Once you open the exam, you must complete it in its entirety. If you close your computer without finishing the exam your time on the clock will continue to run and Canvas will submit your exam once the allotted time has been exhausted, even if you are not finished. In other words, you cannot start and stop or open/close. Once opened, it must be completed at that time. The exam will not be reopened after the set time for any reason. If computer glitches, a screen shot of your computer must be emailed to me immediately, and an assessment of the situation will be made at that time.

you do, the timer will keep running and the time will be counted towards your exam or quiz attempt, even if you were logged out of the assignment/out of Canvas.

Canvas will force you to submit the test when the deadline is due, even if your test is not complete. Thus, if you want to have the full allotted time in the test, you should begin your exam attempt at least two hours prior to the end of the exam availability period.

### **PharmaSim Marketing Simulation: 20%**

The PharmaSim Simulation is an important learning tool in the Marketing Management Space. Each team will participate in marketing over-the-counter medication to a large national market. The simulation begins with your position in the firm being low-level marketing executives who only make a few decisions – though they are critical ones at the beginning of the simulation. The simulation is graded competitively, and grades typically range from 98 down to 75. If you lose money, you will receive a grade of 75. The top performing firm(s) will receive a grade of 98 and then grades are assigned based on stock price. I use stock price since it tends to consider a number of factors that are important for a firm such as: 1) income; 2) market share; 3) trends in income and/or market share, and to a lesser degree, 4) other factors including product portfolio strength.

As the simulation progresses, promotions occur and you must make more nuanced decisions as more tasks are available to “fine-tune” your marketing efforts and you will be undertaking: 1) of a possible reformulation a product, 2) launching a product line extension, and 3) research the market and conduct a new product launch. The simulation is quite detailed and realistic, but it does require attention each week to make good decisions. I will be available during our meetings and via an appointment to discuss the simulation via the Teams application or via phone.

### **PharmaSim**

Due to the engaging nature of the Simulation and the work required, it will be imperative to work hard. Since we meet for only 6 weeks, it is imperative that you “hit the ground” running to be successful in completing the first 5 periods of the Simulation.

*While I have set up the simulation to be done individually, if you want to you can form a 2 person team and complete the simulation in that manner. To form a team, let me know that you are teaming up with someone and both of your names and emails as noted in CANVAS.* This needs to be done very quickly as the simulation begins in earnest the second week of the course. If you work with a team, communicating/meeting with your team members will require extensive use of technology.

\* If there are questions regarding the simulation or other assignments, please email me early. Don’t wait until the last week when it’s too late to seek help.

### **Technical Difficulties**

**Technical problems are not acceptable reasons for missing a quiz, exam or completing an individual or team assignment.** If you experience technical difficulties, contact 6-TECH

Service Center at [techsc@uncg.edu](mailto:techsc@uncg.edu) or call **336.256.TECH (8324)**. Be sure to report it to me immediately with accompanying evidence (e.g. a screenshot). **Any technical problems reported after the expiration of the deadline will not be considered and are not valid excuses for not completing an assignment. However, situational circumstances like “verifiable computer glitches” which results in LATE SUBMISSION may be accepted with a grade penalty. Proof of technical challenge must be documented (e.g., screen shot, picture, etc.)** .

### **Time Management**

It is imperative that you manage your time to ensure that you complete the required assignment by the appointed due dates. It is unwise to wait until the last minute to begin an assignment. Starting ahead of time will allow you to manage any technical or personal issues that may arise in a timely manner and still meet the required deadlines. Any technical problems reported AFTER the deadline of an assignment due date will not be considered.

**Don't wait until the last minute to turn in an assignment or take a quiz. By starting well before the assignment is due, if there is a technical problem you may be able to get it resolved quickly enough to meet the deadline.**

**NOTE: As a student taking an online course, it is your responsibility to make sure that you have access to a reliable computer and a reliable internet connection during the entire duration of the course. Inability to access a computer or internet at any time during the course is not an acceptable excuse for not completing an assignment. UNCG has several computer labs available for students and public libraries offer internet access free of charge.**

### **OTHER REQUIREMENTS**

#### **Academic Integrity Policy:**

Students are expected to adhere to the Academic Integrity Policy on all assignments and tests. The syllabus will provide a link to the complete description of the Academic Integrity Policy as found in the UNCG Graduate Bulletin. <http://academicintegrity.uncg.edu/complete/>

#### **Expectations of Students**

Students in the Bryan School are also expected to adhere to the Student Code of Conduct. Further details may be found at <http://academicintegrity.uncg.edu/complete/> and <http://studentconduct.uncg.edu/policy/code/>. The Bryan School has additional expectations and guidelines for students to follow which can be found at [http://www.uncg.edu/bae/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf).

#### **Expectations of Faculty**

The Bryan School expects its faculty to conform to all existing UNCG codes and policies. These are found at [http://provost.uncg.edu/faculty/h\\_section4.asp](http://provost.uncg.edu/faculty/h_section4.asp). In addition, the Bryan School has expectations and guidelines for faculty to follow which can be found at [http://www.uncg.edu/bae/faculty\\_student\\_guidelines.pdf](http://www.uncg.edu/bae/faculty_student_guidelines.pdf).

**Note that occasionally, changes in the schedule of the course may be necessary. These changes will be announced via Canvas email. Equally, materials may be added to increase your knowledge and efficiency in a particular subject area, as well as articles to read in preparation for the next module. It is your responsibility to connect with CANVAS to stay abreast of changes, additional material, etc.**

**Special Accommodations** Students registered with OARS (Office of Accessibility, Resources and Service) can receive accommodations. Please provide me with the accommodations documentation from OARS by Wednesday of the first week of class. (See: <https://ods.uncg.edu/student-services/register/>).

**No other accommodations will be made.** If you must travel or have other plans, the onus is on you to complete the required work before the deadline/due date. Weekly sessions/modules, assignments, quizzes, or exam, will not open earlier than designated and will not reopen once closed. No accommodations will be made for travel, work, or other such situations. Please plan your schedule accordingly.

**Sessions: All sessions run on a Monday to Sunday schedule. New sessions begin on Monday at 5:00am and end on Sunday at 11:59pm. The following highlights the sessions, dates and, coverage content. No changes will be made to this schedule. However, in the event a change is necessary, written notice will be sent to the class via email.**

## WEEKLY SCHEDULE

<b>Module 1</b>	<b>June 23-29</b>	
<b>Virtual Class Meeting</b>	June 24: 5:30-6:30	Location: Teams
<b>Readings</b>	Read PharmaSim Manual Ch.1 in Textbook <i>Introduction to Managing Marketing</i> Ch. 2 in Textbook: <i>Value of Customers</i>	
<b>Explore in your readings</b>	1. Why is marketing critically important to organizations? 2. Does marketing create or satisfy needs? 3. What is marketed?	
<b>Activities</b>	Lectures: What is Marketing? Chapter 1, Chapter 2 & PharmaSim Introductory Lecture	Quiz 1 20 questions 30 minutes to complete Due 6/29

	<p><b>Discussion Post by Thursday 11:59 p.m.</b></p> <p><b>Practice round of Simulation: 2 replays over the first 2 periods of the Simulation. This practice round ends on 6/30 with real play beginning on 7/1.</b></p> <p><b>The time frame for decisions is flexible as long as all decisions for the simulation are made by August 4<sup>th</sup>. I put in dates for decisions to be made as suggestions and in an attempt to make sure that you don't wait to the last minute to make decisions.</b></p>	
<b>Items Due</b>	<p>Thursday: June 26th</p> <p>Complete your intro video discussion post</p> <p>Take PharmaSim Quiz as soon as possible, it is due 7/1 and is located in the PharmaSim Simulation Website and is a 10 question open-book quiz.</p>	
<b>Items Due</b>	Quiz 1 6/29	
<b>Module 2</b>	June 30- July 6	
<b>Focus</b>	<b>Connecting with Customers</b>	
<b>Virtual Class Meeting</b>	<b>When:</b> Tuesday June 24; 5:30-6:30	<b>Location:</b> Teams
<b>Readings</b>	<p>Ch4.: <i>Customer Insight</i></p> <p>Ch. 5: <i>Competitor Insights</i></p> <p>Ch. 6 <i>Marketing Research</i></p> <p>Ch. 7 <i>Identifying Opportunities</i></p>	
<b>Explore in Your Readings</b>	<ol style="list-style-type: none"> <li>1. What is the key to understanding your customers</li> <li>2. What constitutes good marketing research?</li> <li>3. Does a marketing research design have to be complex and expensive to undertake?</li> <li>4. How does marketing affect customer value? How do customers affect a firm's bottom line</li> </ol>	
<b>Activities</b>	View Lectures on Chapters 4, 5, 6, &7	Quiz 2  20 Questions

	<p><b>Discussion 2: Post by Thursday July 3, 11:59 p.m.</b></p> <p><i>“Do marketers and firms need to create separate products and marketing programs for each generation?”</i></p>	30 Minutes This is Due on 7/6
<b>Items Due</b>	PharmaSim Manual Quiz by 7/1 Discussion post 2 by 7/3 Quiz 2 by 7/6 Friday 7/4: should have made Decision 1 in PharmaSim.	
<b>Module 3</b>	<b>July 7-13</b>	
<b>Focus</b>	<b>Product lifecycle and branding across the product lifecycle</b>	
<b>Virtual Class Meeting</b>	Tuesday July 8: 5:30-6:30	<b>Location:</b> Teams
<b>Readings</b>		
<b>Explore in your Readings</b>	<ol style="list-style-type: none"> <li>1. Understand the concept of Life Cycle and how it applies to products/services/and customers</li> <li>2. What are some key issues related to the value of brands</li> <li>3. What tools can a firm use to develop new products (i.e. tools to enhance creative/innovative thinking)</li> </ol>	
<b>Activities</b>	Lectures Ch. Selecting, Targeting and Positioning Ch. 10 Managing through the lifecycle Ch. 11 Managing brands Ch. 14 Developing new products  <i>Read the case “Buckstar” and answer the questions. This is due 7/13.</i>	<b>Read and analyze the Buckstar case and answer all questions. It is in Module 2 Due by 7/13</b>
<b>Items Due</b>	Friday Team11: Team should have made Decision 2 and maybe 3 by this time since there is no quiz this week. Complete the Buckstar Case by 7/13	
<b>Module Session 4</b>	<b>July 14-20</b>	
<b>Focus</b>	<b>Pricing</b>	

<b>Virtual Class Meeting</b>	<b>Tuesday 7/15: 5:30-6:30</b>	<b>Location:</b> Teams
<b>Readings</b>	Ch 21 Underpinnings of pricing Ch 22 Setting Prices	
<b>Explore Your Readings</b>	<ol style="list-style-type: none"> <li>1. What is a price?</li> <li>2. What decisions do companies face in managing pricing?</li> <li>3. What factors must be considered when setting a price</li> <li>4. When would one use Skimming vs. penetration pricing</li> </ol>	
<b>Activities</b>		Quiz 3 Chapters 10, 11, 14, 21, 22  20 Questions 30 Minutes Quiz is due on 7/20
	Sunday July 20 <i>Should have completed Decision 3 by this time</i>	
<b>Items Due</b>	Discussion post 3 by 7/17. Quiz 3 by 7/20	
<b>Module 5</b>	<b>July 21-27</b>	
<b>Focus</b>	Communicating Value	
<b>Virtual Class Meeting</b>	Tuesday July 22: 5:30-6:30	<b>Location:</b> Teams
<b>Readings</b>	Ch. 15-18	
<b>Explore Your Readings</b>	<ol style="list-style-type: none"> <li>1. What type of products typically require a salesperson to be effectively marketed?</li> <li>2. What value does social media bring to a consumer?</li> <li>3. How could a firm use social media to market an over the counter medication?</li> <li>4. For cold medicines, what type of promotion might be most effective?</li> <li>5. Why is Word of mouth so effective?</li> </ol>	
<b>Activities</b>	Lectures	Quiz 4

	<p>Ch. 15 Integrated marketing communication      Ch 16 Mass communications      Ch. 17 Digital marketing and social media      Ch 18 Sales Effort</p> <p><b>Discussion 4 Post by Thursday July 24      11:59 p.m.</b></p> <p>.</p>	<p>20 questions      30 minutes      By 7/27</p>
<b>Items Due</b>	You should have completed PharmaSim decision 4 at this time some individuals may have completed all 5 by this time.	
<b>Module 6</b>	<b>July 28-August 4</b>	
<b>Focus</b>	<b>Marketing Channels, International marketing and business ethics</b>	
<b>Virtual Class Meeting</b>	Tuesday July 29; 5:30-6:30	<b>Location:</b> <b>Teams</b>
<b>Readings</b>	Ch. 19 Distribution <i>Ch. 20 Retailing</i> Ch. 25 International Marketing Ch. 26: Marketing ethics	
<b>Explore in Your Readings</b>	<ol style="list-style-type: none"> <li>1. What is the biggest trend in retailing?</li> <li>2. Why do we still have multiple levels of distribution, shouldn't the internet and e-business eliminated those other channels?</li> <li>3. What functions do wholesalers and other middle-men provide that add value to the supply chain?</li> </ol>	
<b>Activities</b>  <b>Final Exam covers all chapters we have read</b>	Lectures ch. 19, 20, 25 & 26 View Sales Video from YouTube	Final Exam which is comprehensive and opens with the beginning of the Module and close Monday August 4
<b>Items Due</b>	<b>All 5 Pharmasim decisions should be completed.</b> <b>Final Exam due by August 4, 2025</b>	