

Marketing Management MBA 706  
Monday 6:30-9:30: Room 205 in the Bryan Business School Building  
PLEASE READ THIS MEMORANDUM OF UNDERSTANDING THOROUGHLY BY  
January 12, 2026

<b>INSTRUCTOR</b>	<b>DR. JAMES BOLES</b>
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<b>OFFICE HOURS:</b>	<b>BY APPOINTMENT AND MONDAY NOON-1:30</b>
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**COURSE DESCRIPTION:**

This is a course in marketing management based on lecture materials, readings, case analyses, and a marketing simulation. It is designed to explore the managerial aspects of the marketing function. Quantitative and qualitative analysis of the company, its customers and its competition, commonly used in solving marketing problems, will be emphasized. The course is organized around the key marketing decision variables—target market selection, product, pricing and distribution and promotion—and around the various marketing processes of strategy formulation, organization and implementation.

**REQUIRED MATERIALS:**

**REQUIRED:** 1. Harvard Coursepack from HBSP.  
<https://hbsp.harvard.edu/import/1242160>

**REQUIRED 2.** PharmaSim Simulation and Framework for Marketing Management Capon's Marketing Framework 5<sup>th</sup> Edition (e-book). ***This Textbook comes with an Access Code for The Pharmasim Simulation. Do not accidently throw away or mis-place your access code!!***

You must purchase the book and PharmaSim Simulation bundled together to avoid major issues with forming teams. This is your responsibility and failure to follow this step will result in you having to repurchase the materials. On the bright side, you will find the textbook most helpful as a reference for decision-making in the PharmaSim Simulation that we will be using as a major component of the class and in analyzing the issues in various cases.

**COURSE OBJECTIVES:**

The general objective of this course is to foster the development of the analytical skills, attitudes and perspectives of contemporary marketing management.

General learning outcomes of the course are to provide an opportunity for students to:

1. Global Perspective
  - a. Demonstrate an understanding of the effects of economic, political, and cultural factors on business practices.
  - b. Adjust a business model in a global environment based on economic, political, and cultural factors
2. Identify how economics, culture, and political factors may affect how different marketing efforts are received.
3. Individually and collectively develop the skills needed to analyze and solve complex marketing problems through case analysis and the simulation;
4. Sharpen oral, written communication and listening skills with respect to their own case solutions and that of classmates;
5. Sharpen understanding of marketing concepts, analytical tools and techniques, the marketing process, functions, and the environment of marketing from both a domestic and global perspective via the simulation and case discussions.

#### **COURSE ACTIVITIES:**

The main class activities will be: 1) article and case discussions; 2) lecture/presentations on various marketing topics; and, 3) the marketing simulation. Since the effectiveness of these approaches depends almost entirely on an interactive and participative classroom experience, attendance and prior preparation of assigned class materials will be required. You will be expected to come to all class sections prepared to present a cogent summary of your analysis of any assigned cases and have managerially actionable recommendations. You are expected to take an active part in your team's simulation decisions. Your grade will be based on your team's performance and your peers evaluation of your participation in team activities.

#### **QUIZZES AND EXAMS:**

The first quiz is located in the simulation site and is basically a short test over the materials in the simulation manual. This should be the easiest assignment you have in this course.

There also is a short case write-up (quiz) that will help you prepare for the final case exam. This short case is to be no longer than two pages written and two pages of charts/exhibits can also be included if necessary.

To explore potential international markets there also is an assignment where you will take an assigned product and select what you believe to be a prime export market for that product. You are expected to provide evidence supporting your decision and how the product would be promoted for that market. This should also be no more than a 2 page paper + exhibits.

The final exam will be a written case analysis done in class toward the end of the term that selectively covers the various topics that have been examined during the lectures and cases via a case examination that will require quantitative analysis as well as qualitative analysis and may also cover topics related to decisions made about the marketing mix and targeting of customer segments.

#### **CONTRIBUTION TO CLASS:**

Your class contribution grade for this course will be assessed in terms of the *quality* and *quantity* of

your participation in the discussion of the assigned cases, including but not limited to:

1. Being present in class AND prepared to discuss the case and work with your simulation team;
2. your depth of analysis;
3. the realism of your comments or analysis;
4. the clarity of your presentation;
5. the integration of your comments into the ongoing discussion (i.e., willingness to listen to classmates);
6. your ability to respond to questions and to defend your arguments; and
7. the contribution of your comments to the class's learning.
8. If you are absent from a case discussion, you can obtain partial credit by sending me a maximum 2 page summary of your case analysis.

Essentially, you will be graded on the thoroughness, sophistication, persuasiveness, and logic of your classroom comments and decisions.

To gain the greatest number of participation points in this course, please prepare completely for each case discussion. Comments should be based on careful analysis for greater participation points. Because one cannot contribute to a class if they are not there, please plan to participate actively in the class discussion throughout the *entire class period* and for *each case*. Please arrange your schedule so that you will be able to arrive on time, attend each class, and stay for the entire class period. You must be prepared since the Professor may “cold-call” a student to begin the class discussion and to follow up on the initial questions/answers. You may be called on at any time to participate in the discussion and add your perspective to the class discussion.

Missing class will have a negative effect on your participation grade and will indirectly negatively affect your test grade since you will not have heard the material discussed in class. It is my observation from many years of teaching (and going to school) that getting notes from another student is not nearly as effective as hearing the discussion in person! In addition, since you will be doing some work on the simulation during class periods, it is important to be in attendance to avoid conflicts with your group/team that would result in them rating your contribution to the group as less than standard.

### **SIMULATION:**

The group simulation PHARMASIM requires each team (4-5 people ideally) to compete in a pharmaceutical firm to develop, price and market new medicines. In addition, the group will have to present their strategy during a simulation wrap-up class. Basically, the simulation requires each group of students to put into action those skills and knowledge sets that are being learned in the class. This is a competitive situation which will be graded as a competitive exercise. The top team will get an A (based on performance relative to previous semesters), The second and third team will get the next grades down and so on – down to the last team. In the event that a firm(s) actually performs far worse or better than normal, grades will be adjusted based on previous simulation performance in other semesters. During the final exam period, each team is expected to make a short 15 minute maximum presentation about their strategy and how it worked or did not work. A paper (not to exceed 15 pages maximum length single spaced, not counting tables, exhibits, and appendices) concerning your strategic approach is also part of this requirement. Each member of the Team will have the opportunity to rate the contribution of her/his team members to the simulation result and project. Your simulation performance is based on: Stock Price; Total Earnings; and, Final Market Share by Sales Volume.

**EVALUATION:**

Contribution to Class including your attendance and participation	20%
Simulation Quiz (individual)	5%
Case Write-up of short case (individual)	5%
Global Export Discussion/write-up	5%
Final Exam (individual)	25%
Simulation Performance (team)	30%
Simulation Strategy Report (team)	10%

**Expectations of Students and Faculty**

<https://bryan.uncg.edu/wp-content/uploads/2023/11/Faculty-and-Student-Guidelines-2018-2019.pdf>

**Laptop Policy:**

<https://bryan.uncg.edu/students/bryan-school-student-laptop-policy/>

<b>Final Grade Assignment Scale</b>	<b>A+ 100-97</b>	<b>B+ (87-89)</b>	<b>C+ (77-79)</b>	<b>D (60-69)</b>	<b>F (&lt;60)</b>
	<b>A (93-96)</b>	<b>B (83-86)</b>	<b>C (73-76)</b>		
	<b>A- (90-92)</b>	<b>B- (80-82)</b>	<b>C- (70-72)</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%

-	Subject Matter	Resources for Student Learning	Pedagogical Techniques	Assessment
<b>Week 1</b> Jan. 12	Definition of Marketing and Introduction of the Marketing Toolset	PharmaSim Case in manual  <b>PharmaSim Lecture</b>	PharmaSim Lecture and Manual  Form PharmaSim Teams	Review of PharmaSim facts  Complete the Marketing Arithmetic Assignment prior to Jan. 26th.
<b>Week 2</b> Jan. 26	Market Strategy and the Evolving Marketplace	<b>Complete Marketing Arithmetic Assignment &amp; Read Blue Ocean Strategy</b>	Marketing Arithmetic Discussion & Lecture and Discussion Of Blue Ocean Strategy	Before Jan. 26 <sup>th</sup> you need to complete the Simulation Quiz on the Simulation website
	Understanding Customer and Creating Value for that	PharmaSim Simulation	Exposure to Manipulating the Marketing Mix	
<b>End PharmaSim Practice Rounds</b>	<b>End PharmaSim Practice Rounds</b>	<b>End PharmaSim Practice Rounds</b>	<b>End PharmaSim Practice Rounds</b>	<b>End PharmaSim Practice Rounds</b>
<b>Week 3</b> Feb. 2	Product , Pricing, & Positioning Considerations	Case: <b>Discuss Dominion Motors Case</b>	Case discussion Case: <b>Discuss Dominion Motors Case</b>	Class participation Begin  <b>PharmaSim Real Play.</b>
<b>Week 4</b> Feb. 9	Segmentation & Positioning Considerations	<b>Discuss Case: Crescent Pure;</b>	Case discussion And AI Discussion	Class participation

		<b>Also complete AI Assignment</b>		
<b>Week 5 Feb. 16</b>	Pricing	<b>Case Discussion KONE</b>	Case Discussion	
<b>Week 6 Feb. 23</b>	Strategic Pricing of Services	<b>Ti-Tek A &amp; B</b>		
<b>Week 7 March 2</b>	Promotion and Communication	<b>Chapter 10 &amp; 11, Short Case – Will be given out in class</b>	Case write-up	
<b>March 6</b>	No Class Meeting	<b>SPRING BREAK</b>	SPRING BREAK	
<b>Week 8 March 16</b>	Promotion and Communication (cont.)	Read Chapters 15, 16 & 17 <b>NetFlix, Inc. The Mouse Strikes Back</b>	Class Discussion	
<b>Week 9 March 23</b>	Personal Selling and Sales Management	<b>Chapter 12</b> Case: <b>FormPrint Ortho 500</b>	Class Discussion	
<b>Week 10 April 6</b>		<b>Case Exam 2 1/2 hours</b>		
<b>Week 11 April 13</b>	Lecture: Branding and Positioning	<b>Read Chapter 18</b> <b>Vans: Sustainability...</b>	Class Discussion	
<b>Week 12 April 20</b>	CLTV	<b>Case: Chase Sapphire</b>	Case Discussion	<b>Decision 10 is due by next class (April 27<sup>th</sup>) Export document due</b>
<b>Week 13 April 27</b>	<b>CLTV &amp; course review</b>	<b>Case Discussion: Rosewood Hotels</b>	Case Discussion	

		You may use AI for this Case preparation		
<b>Week 15 Final Exam Week</b>	<b>PharmaSim</b>	PharmaSim Discussion and finalize last decision and/or work on presentation		Reports are due on or before this date regarding your Firm's Marketing Strategy and reasoning for our decisions during the PharmaSim Simulation
Final Exam Week	Presentation of PharmaSim Strategy and Results	Each group will have a 20-25 minute time block to present their approach to the simulation and their results		

**Class Expectations**

As **instructor**, I have the following responsibilities:

1. Come prepared to every class with a well thought-out class.
2. Design my class so you will understand how to use your understanding of the buying process to connect with customers.
3. Consider that it is not always your fault if you don't understand the material.
4. Create a mutually respectful classroom environment.

As **students**, you have the following responsibilities:

1. Turn off your phone so you can focus on the lecture. Your smart phone is smart enough!
2. Come prepared to every class by reviewing previous notes and reading the material. It's amazing how things make sense when you read before class!
3. Consider that it is not always the instructor's fault when you don't understand the material.
4. Treat others (including the instructor) with respect.
5. Ask questions when you don't understand. Asking questions is a sign of maturity - not ignorance.
6. If you are concerned about your grade or progress, schedule an appointment. Address the situation before it is too late to do anything about it.

**COURSE POLICES:****Snapshots**

To help me more quickly learn your names (necessary for accurate evaluation of participation) and for future references, please provide me with a copy of the picture from your ID and put your name on the back. In addition, you should attach this to a resume or a brief biographical sketch regarding your educational background and work experience. This is due during the second class period. Also, you should have a name plate that you bring to class every class. Please sit in the same seat once seats are assigned as this makes evaluation of your contribution to class more accurate.

**General Policies regarding grading:** Missing over 4 classes during the semester can result in a student being dropped from the course. While extenuating circumstances can result in this requirement being waived, it is unlikely. If you know you will miss more than 4 classes, you should drop the course today and add a different course with less stringent attendance expectations or take this course on-line to more effectively accommodate your schedule.

**Any grade appeals must be done within 2 weeks of the posting of grades.**

**Students With Disabilities:** Students who have a Letter of Accommodation from OARS should identify themselves to the instructor of this course as soon as possible. That way provisions can be made to help you become as successful as possible.

**Disruptive Behavior: The following is from the University's Disruptive Behavior Policy.**

Disruptive student behavior is student behavior in a classroom or other learning environment (to include both on-campus and off-campus locations), which disrupts the educational process. Disruptive class behavior for this purpose is defined by the instructor. Such behavior includes, but is not limited to, verbal or physical threats, repeated obscenities, unreasonable interference with class discussion, making/receiving personal phone calls or pages during class, leaving and entering class frequently in the absence of notice to instructor of illness or other extenuating circumstances, and persisting in disruptive personal conversations with other class members. For purposes of this policy, it may also be considered disruptive behavior for a student to exhibit threatening, intimidating, or other inappropriate behavior toward the instructor or classmates outside of class. When disruptive behavior occurs in a class...the instructor will warn the student. The warning will consist of orally notifying the student that his/her behavior is disruptive and that it must cease immediately or the student will face removal from the classes.

<http://bryan.uncg.edu/wp-content/uploads/2012/08/faculty-student-guidelines.pdf>

**Academic Honesty:** All university and college regulations concerning withdrawal and academic honesty will apply. Students are expected to recognize and uphold standards of intellectual and academic integrity. The university assumes as a basic and minimum standard of conduct in academic matters that students be honest and that they submit for credit only the products of their own efforts. Students should be familiar with the university's policy on issues such as plagiarism, unauthorized collaboration, falsification, and multiple submissions. Lack of knowledge of this policy is not an acceptable defense to any charge of academic dishonesty.

<http://sa.uncg.edu/handbook/academic-integrity-policy/>

### **Use of Artificial Intelligence (AI)**

Students are NOT allowed to use content generated from ChatGPT or any other program that uses AI. The only exception to this are:

1. Student may use <https://www.bing.com/create> for image creation.
2. When the Professor explicitly indicates that you may use AI for an assignment in which case, there will be specific guidelines for the use of AI.

**LATE ASSIGNMENTS:** All assignments are due at the beginning of class on the day they are due. (Please remember you have the opportunity to email assignments to me or to hand them to me at the beginning of class.)

## **Professional Expectations**

The purpose of the MBA program, in addition to providing functional area knowledge, is to develop students as professionals and leaders. Given the fact that this is a ranked program and given the caliber of students admitted to this cohort program, we have high expectations of our students in the area of leadership and professional development. We expect the following:

- You fully respect your fellow students
- You arrive to class on time
- You attend class meetings ready to learn
- You leave class when the professor has completed the module for the day
- You fully participate in class without multitasking or being distracted by other issues or electronics
- You know when to and are unafraid to ask for help
- You notify the professor and your team members when you are unable to attend class
- You function at a high level in teamwork
  - By listening carefully and respecting other's opinions
  - By always performing to the best of your ability
  - By always arriving on time for team meetings
  - By being mentally and physically present
  - By providing feedback in an open and supportive manner and receiving feedback with an open mind
  - By staying for the entire meeting
  - By following up on team assignments and deadlines as set forth by the team
  - By dealing with conflict in a constructive manner. This would include addressing issues in a timely and straightforward manner, talking things out directly rather than through others and realizing which conflicts are worth confronting and which conflicts are worth avoiding

**While the syllabus is organized to maximize learning, there will be occasions and events that warrant changing the syllabus.**

**The Professor reserves the right to make changes and alterations to the syllabus and time-line associated with assignments, as well as any other changes, that he deems necessary to enhance student learning.**

**It is the job of the student to keep up-to-date with these changes.**

**MARKETING TEAM PARTICIPATION SHEET**

NAME \_\_\_\_\_

TEAM PROJECT: \_\_\_\_\_

This sheet is to be completed individually and privately by each team member prior to coming to class. Each team member’s participation evaluation sheet should be included with the team’s final project.

Using a 10 point scale, please grade each member of your team based on their contribution to the semester project. Record the grades given in the blank spaces below adjacent to each team member’s name. Include the names and grades of all individuals in your group (including yourself). For example, 10 points means that the person should receive the full value of the points for contribution to the simulation and final project. Points deducted from one team member for non-performance can be given to another team member who has performed beyond the group norm.

<u>TEAM MEMBER’S NAME</u>	<u>POINTS FOR CONTRIBUTION TO FINAL PROJECT</u>
1. _____	_____ POINTS
2. _____	_____ POINTS
3. _____	_____ POINTS
4. _____	_____ POINTS
5. _____	_____ POINTS
6. _____	_____ POINTS

On the space provided below (and on the back of this page if necessary) please explain the logic for the points you awarded. Please also indicate briefly the responsibilities of each team member. If you rate a person below 9, I would like your reasoning to be included with your evaluation.

## **Course's Cognitive Objectives: You should be able to:**

### **Buyer Behavior**

1. Describe the steps in the buying process
2. Recommend marketing programs that can be used to influence various types of buyers and their behaviors

### **Segmentation**

1. Determine the best approach to segmenting a specific market
2. Describe the various market segments that a firm might target in a specific situation as defined in a case
3. Describe the difference between segmentation and positioning

### **Positioning**

1. Understand the basic purpose of positioning as a way of framing the product/service in the mind of the consumer.
2. Recommend the use of various marketing mix drivers to position a product or service in the mind of a customer
3. Demonstrate the ability to propose a positioning statement and strategy designed to target a particular market segment(s)

### **Product development**

1. Understand how to use segmentation studies to help development potentially successful product/services
2. Recommend various product/services differentiations within lines to attract different customer segments

### **Distribution**

1. Recommend an effective distribution system for a specific case-based situation.
2. Determine the various advantages and disadvantages of particular distribution approaches for a specific firm/product.

### **Pricing**

1. Identify the marketing and product/service drivers that determine what customers will pay
2. Be able to develop an effective, profitable pricing structure for a product/service in a specific case-based situation

### **Life-time Value of a Customer**

1. Define the term
2. Calculate the LTV of a customer in a specific case-based situation

### **Marketing Strategy**

- 1 Utilize the various components of the marketing mix to develop an effective strategic marketing plan for your firm in the simulation
- 2 Base the marketing plan on marketing research analysis of customer demand
- 3 Understand and describe the various costs involved in following a specific strategic marketing plan via the simulation and the formulation of your firm's marketing strategy and strategy document.