MGT293: Product Management
Preliminary Course Syllabus, Winter 2013*
[November 19, 2012]

[*Note: The preliminary syllabus gives a clear picture of the essentials of the course. However, some of the details may change because I am still working on the scheduling of guest lecturers. In addition, I may decide to change some of the case material. Finally, I am considering whether to add some SPSS material based on very recent discussions between the students and the marketing faculty.]

Course Information

- Session Information
  - Tuesday, 9:00 am to 11:50 am
  - First day: January 8. Last day of class: March 12.
  - The final exam date (March 19) will be used for team presentations
  - Room GH-2310 [Suran classroom in Gallagher Hall]

- Course materials
  - No textbook, but there will be a case packet
  - Students are required to purchase a license for a marketing simulation (see below.)

Instructor Information

Name: Prof. David S. Bunch  
Office: 3402 Gallagher Hall  
Email: dsbunch@ucdavis.edu  
Phone: 530-752-2248

Official UCD Catalog Course Description:
The course is designed to provide an in-depth understanding of the requirements, issues, and tools involved in marketing existing products/services. The major topic areas covered include: The product management system, market planning, and control. A major aspect of the course is integrating marketing concepts from the core and the marketing electives (through the use of a marketing simulation).

Comments for Winter 2013 Course

- Remark on prerequisites: A major goal on this course is to give students an opportunity to integrate material that they have learned in other courses, and to also contribute their own past experience to a team effort. In this regard, the best possible situation is to have each student bring important skills to the table. The course is not designed to teach a large volume of new material to a student who has limited background. In addition to the core courses, valuable courses to have taken this course include (but are perhaps not limited to): Marketing Strategies, Marketing Research, and Managerial Accounting.

- Before the start of the quarter, I will be sending out a survey to learn more about each student, which will be used to help form teams on the first day of class.


**Course Description**

For our purposes, we consider a **product manager** to be an individual whose job is to oversee *all aspects* of a product (or product line), and who is responsible for its overall success. In this regard, a product manager is said to have “profit and loss responsibility.”

Remarks:
- As in most cases, when we say “product” we mean “service” as well.
- Although it is frequently not an entry level position, it is a role that many MBAs will seek to move into fairly early on in their careers, and it is frequently a stepping stone to broader general management assignments.
- Most industries (e.g., high technology, consumer products, services, or online) businesses have product managers with similar responsibilities, although the details may differ. In the non-durable consumer goods area, product managers are frequently called **brand managers**.

Product managers drive the success of their product lines by developing and managing the execution of *integrated* plans across functional areas both inside and outside the enterprise. These activities include: industry and competitive analysis, market research, customer needs assessments, product definition and planning, product life cycle management, and the development of pricing, positioning, promotional, product, and channel strategies with the goal of maximizing revenues and/or profits.

This course is designed to provide an overview of the requirements, issues, and tools involved in managing products and services through the use of lectures, case studies, and a hands-on, quarter-long competitive simulation. The MarkStrat simulation enables student teams (firms) to compete with one other in the management of multiple products in both mature and emerging product categories. The interactive simulation changes dynamically based on competitive moves and product life cycles. Teams have full control over resource allocation decisions and the implementation of strategies for advertising, channel, sales force, R&D, and manufacturing. Products can be spec'd, developed, and positioned to target specific customer segments with varying requirements and growth rates.

The Markstrat simulation provides an opportunity for the student to integrate and apply concepts from the MBA core courses and marketing electives in a general management framework. Because the emphasis of the course is on solving management problems that require an integrated approach across several disciplines, we also spend time presenting and discussing case studies that emphasize various aspects of product management.
Required Materials

1) License [Participant Activation Key (PAK)] for Markstrat Simulation

This year we are using a new version of Markstrat that is completely online. (No software is required: Everything is done using a browser.) The specific version is “Markstrat-2012 - B2C Durable Goods.” Please follow the steps below to purchase your license.

1/ Go to http://estore.stratxsimulations.com
2/ Enter the following Course ID: « A21447 »
3/ You will be asked to register to complete your purchase.
4/ Upon purchase, you will automatically be registered. You will be able to login at stratxsimulations.com to access Markstrat. The Participant Handbook will be provided as soon as you access Markstrat.

2) MGT 293 Course Packet: A course packet containing cases and readings will be available through study.net.

Team Graded Assignments

There are two types of assignments that will be graded on a Team basis: (1) Markstrat Marketing Plans and Post-Mortems, and (2) in-class case discussion facilitation.

All written assignments must be submitted in-class in hard copy on the due date. No e-mail submissions will be accepted. All papers must be double-spaced with standard font size and page margins.

Teams will be formed on the first day of class. Students will be asked to fill out a survey to provide information that will help create balanced teams. The survey must be filled out one or two days before class at the latest. In this course, the professor will take the lead on Team formation, balancing a number of competing concerns. Ideally, Teams should represent a mix of skills. For example, the ideal Team will include at least one person that has taken other marketing electives and at least one person with a strong financial or managerial accounting background.

At this time it is not possible to know how many students will be on a team, because this is a function of total enrollment in the class. After teams have been formed, a new version of this document will be published that includes the team rosters. As discussed above, Team activities will include leading the in-class discussion of an assigned case study or session topics. A final schedule of Team course activities will be prepared after team formation and assignment of the case studies.
The following is a brief description and expectations for the Team Assignments.

1. **Team In-Class Case Study Facilitation**

Each team is responsible for leading the discussion of one of the assigned case studies. The team facilitation will be graded on the team’s preparedness and **creativity in facilitating a high degree of class interaction and healthy debate**. The presenting team’s visual aids and materials will be submitted to the instructor for evaluation. **No other team or individual written assignments are required for this case.**

The class discussion should cover: key decision(s) and/or issue(s), the class-generated decision alternatives and/or pertinent facts/statistics both qualitatively and quantitatively where applicable, the class’s recommendations, the presenting team’s key take-aways, or general principles that are applicable to other industries, markets, and/or business processes that you have learned from this case.

2. **Markstrat Marketing Plan, 1.0.** [Emphasis on Goals & Strategy]

Due at the start of class, Tuesday, January 22. Each team will submit a 3-5 page paper focused on your firm’s Corporate Goals, Financial Objectives, and Segment Selection. The marketing plan will address the following key areas:

a. How will you measure your firm’s success?
   - A statement of primary corporate goals for your firm
   - Corporate goals must be stated relative to your competition, expressed quantitatively where applicable, and reflect your firm’s position accomplish by the end of the simulation
   - What are the MEASURABLE financial objectives which support your corporate goals in aggregate and by market (Sonite & Vodite)?

b. What are your target segments for the Sonite market?
   - Which customer segment(s) will you target? When? AND WHY?
   - What are your goals and financial objectives for these customers segments?
      - Market share, volume goals, revenue and margin goals…
      - Do the sum of your segment goals achieve your firm’s overall financial goals?
   - What competitive considerations have you taken into account?

c. What are your plans for the Vodite market?
   - When do you plan to enter the Vodite market? What factors have you considered in your timing decision? How does your timing influence your Vodite segment selection?
   - What are your goals and financial objectives for the Vodite market?
   - What competitive considerations have you taken into account?
3. **Markstrat Marketing Plan, 2.0.**

Paper at the class on Tuesday, February 19. Each team will submit a revision of the original marketing plan in the form of a five-page exec summary (up to seven pages maximum – five pages desirable).

As teams progress through the early periods of the Markstrat simulation, the validity of assumptions used to prepare the first Marketing Plan may be challenged by competitors and new information. Moreover, market conditions and circumstances will have changed. The revised plan enables teams to evolve their strategies, resource allocations, tactics, and in some cases, primary business goals, based on real-time market and industry feedback. Your Marketing Plan, Version 2.0 should include:

a) A statement or re-statement of your firm’s business goals (stock price, market cap, final firm ranking) and business objectives for the existing and planned product lines that support the achievement of your firm’s business goals including: target segments, market share, volume goals, revenue, and margin goals. These goals must be quantitative where applicable and reflect and evolution over the time horizon of the simulation.

b) Analysis of customer and competitive environment, selection of target customer segments and an evaluation of customer needs, preferences, and requirements.

c) Key strategies product development, pricing, promotion and advertising, and channel selection and programs consistent with achievement of product line business objectives and ultimately your firm’s business goals.

d) Forecasted resource allocations for product development, pricing strategy, promotional and advertising budgets, and channel selection and programs consistent with key strategies.

e) Recommended tactics to be implemented in support of the key strategies (product, price, promotion, place) for the remainder of the simulation.

4. **Markstrat Lessons Learned: Presentation and Final Paper**

The scheduling for presentations may depend on course enrollment. The Final Paper will be due during the Final Exam period, date and time TBA.

Presentation of Team Markstrat Lessons Learned (20 minutes per team)

Each team is required to give a concise 20-minute presentation summarizing their team’s post-mortem of the Markstrat simulation. Use effective communication means to convey your message. Although you should draw on your Marketing Plans (1 and 2), the goal of the presentation is to go beyond a simple factual summary of numerical results, but to highlight lessons learned from the Markstrat simulation. Presentation could include a brief summary of performance to goals at the outset of the simulation, and the highlights
and lowlights of key strategic decisions through the course of the simulation. The presentation would draw heavily on the material to be included in the Final Paper, and has the same basic purpose.

**Final Paper**

Each team is responsible for submitting a written 10-page post mortem. The paper should be typewritten, double-spaced, and no more than 15-pages, inclusive of figures, tables, exhibits, and references.

The primary goal of the Markstrat Lessons Learned Term Paper is to provide a re-cap and analysis of the strategic and tactical decisions made during the course of the Markstrat simulation, and also the **lessons learned** (what worked, what didn’t, why strategies and tactics worked or didn’t work, and suggestions for change) impacting the team’s final results. The post-mortem should be written from the perspective of the results of the simulation itself and supported by **solid marketing theory and concepts**. To the degree possible, the lessons learned should be of a general nature that goes beyond the specialized details of the simulation.

The Markstrat Lessons Learned Term Paper should include coverage of the following topics:

a) Final team quantitative results and comparison of actual results with goals established at the outset of the simulation

b) High level of summary of initial and revised marketing plan

c) Analysis and assessment of key strategic decisions made during the course of the simulation and the impact of these decisions on the final simulation results.

d) Assessment of the team’s success in integrating the key elements of the marketing mix with the goals and strategies established in versions 1 and 2 of the Marketing Plan. Did the strategies, investments, and tactics relate to each other and the ultimate goals for the team?

e) Lessons learned: what worked, what didn’t, and why.

f) Strategic recommendations for how team performance could have been improved.

**Individual Graded Assignments**

All written assignments must be submitted in-class in hard copy on the due date. No e-mail submissions will be accepted. All papers must be double-spaced with standard fonts and page margins.
Attendance for the full class period is expected. Excessive absence will penalize your grade. It is expected that everyone will be fully prepared to participate in class. Assigned items should be studied (even if you are not turning in something on that day; see below). When cases are scheduled, be prepared to address all the issues and background.

1) Individual Written Case Analysis (4 cases required)

We will use a total of five case studies to enhance our learning this quarter. Each student is required to prepare a one-page written analysis for each of the cases. This assignment is individual-based. **Each student will be individually responsible for submitting four (4) 1-page case briefs during the quarter.** These case studies write-ups will be graded rigorously, scores typically range between 44-50 points.

Individual write-ups are not required for the case prepared by your team for in-class facilitation.

Cases will be graded based on quality of key issues addressed and veracity of recommendations based on facts of the case. Students must take a stand and make recommendations. Your case brief analysis (2 page maximum) should contain the following:

1. Identify the key decision(s) and/or issue(s) faced by the case’s decision maker
2. Identify key tradeoffs of the alternative approaches
3. Make a RECOMMENDATION based on key facts of the case and/or personal opinion on the issue(s)
4. Will NOT include a regurgitation of the facts of the case.

Each case is worth 50 points. To provide you with an option to manage your time, you have the option to submit a quick half-page summary demonstrating that you read the case study and will receive 42 points.

2) Final Self-Report and Team Assessment

Each student is required to submit a **Team Assessment Form** (to be distributed by instructor). The form quantifies your relative contribution to team-focused assignments such as to development of the marketing plans, final team post-mortem paper and presentation, and the preparation of team case presentations. The final self-report will give a numerical assessment (0 to 150%) for each member of your team based on relative contribution.
**Course Grading**

There are 1,000 total points possible for the quarter. Grades will be assigned based on the following point totals:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points Range</th>
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<tbody>
<tr>
<td>A</td>
<td>950 or above</td>
</tr>
<tr>
<td>A-</td>
<td>900 to 949</td>
</tr>
<tr>
<td>B</td>
<td>875 to 899</td>
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<tr>
<td>B+</td>
<td>825 to 875</td>
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<tr>
<td>B-</td>
<td>800 to 824</td>
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<tr>
<td>C+</td>
<td>&lt;800</td>
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</tbody>
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The final course grade will be based on a combination of individual and team assignments. These assignments appear in the table below:

<table>
<thead>
<tr>
<th>Graded Assignments</th>
<th>Weight</th>
<th>Points</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Class Participation</td>
<td>15%</td>
<td>150</td>
<td>Attendance &amp; instructor evaluation of class involvement</td>
</tr>
<tr>
<td>Individual Case/Topic Write-ups</td>
<td>20%</td>
<td>200</td>
<td>4 individual papers x 50 points per case. Teams responsible for in-class case study presentation submit team paper ONLY, no individual papers required. Students must read all cases. Students may choose which case to skip. Cases will be graded based on quality of key issues addressed and veracity of recommendations based on facts of the case. Students must take a stand and make recommendations. <strong>Zero credit will be given for regurgitating the facts of the case.</strong></td>
</tr>
<tr>
<td>Four (4) individual case write-ups</td>
<td></td>
<td></td>
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<tr>
<td>Team Case Study/Topic Facilitation Write-ups and presentation (3 page write-up)</td>
<td>10%</td>
<td>100</td>
<td>Team leads 30-45 minute in-class case/topic discussion and will provide necessary visual aids and class materials. Grading based on quality of key points/issues raised, structure and organization of content, and <strong>most importantly, level of class engagement generated during the discussion.</strong></td>
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<tr>
<td>One (1) team write-up for presenting team</td>
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<tr>
<td>Team Marketing Plan, 1 (5-pages)</td>
<td>10%</td>
<td>100</td>
<td>Rev 1 marketing plans will be</td>
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</table>
Team Marketing Plan, 2 (5-pages) | 10% | 100 | Rev 2 marketing plans will be graded based on same criteria as Rev 1 with additional primary emphasis on the quality of inclusion of real time feedback from the simulation.

Team Markstrat Post-Mortem paper (10-pages) | 25% | 250

Team Markstrat Post-mortem Presentation | 10% | 100

Total Possible Score | 100% | 1,000

Course Meetings and Topics [Subject to change!]

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<thead>
<tr>
<th>Ssn</th>
<th>Date</th>
<th>Topics</th>
<th>Assignment</th>
<th>Markstrat</th>
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<tbody>
<tr>
<td>1</td>
<td>1/8</td>
<td>Course Intro/Overview&lt;br&gt;Role of Product Management&lt;br&gt;Markstrat Overview [1]</td>
<td>Fill out Survey from Prof.&lt;br&gt;Read Markstrat Participant’s Handbook [At least thru ‘Managing Your Firm’]</td>
<td>Team formation</td>
</tr>
<tr>
<td>3</td>
<td>1/22</td>
<td>Marketing Research and Consumer Behavior</td>
<td>Markstrat Marketing Plan 1 DUE</td>
<td>Period 2 decisions&lt;br&gt;Period 3 decisions</td>
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<tr>
<td>5</td>
<td>2/5</td>
<td>Advertising and Market Response Forecasting</td>
<td>Case Prep 3: Goodyear Aquatreed (distribution) – Team S</td>
<td>Period 5 decisions&lt;br&gt;Period 6 decisions</td>
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<tr>
<td>6</td>
<td>2/12</td>
<td>Market Share Models and Competitive Effects</td>
<td>Case Prep 4: Colgate Precision (new product intro) – Team T</td>
<td>Period 7 decisions</td>
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<tr>
<td>7</td>
<td>2/19</td>
<td>Product Life Cycle and Branding</td>
<td>Markstrat Marketing Plan</td>
<td>Period 8 decisions</td>
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<tr>
<td>Issues</td>
<td>2 DUE</td>
<td>Period 9 decisions</td>
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| Guest Speaker: **Stacey Vrolyk**  
VP of Marketing, Hitachi GST  
(Global Storage Technologies)  
Topic: TBA | | |
| 8 | 2/26 | Brand Building |
| | | Case Prep 5: Land Rover (branding) – Team L |
| | | Period 10 decisions |
| | | Period 11 decisions |
| Guest Speaker: **Jeff Rosenlund**  
Director Operations, Home Networking Business Unit, Cisco Systems  
"End to End High Tech Product Management – an Operational view" | 3/5 | [Case Prep 6 – Team N?] |
| 9 | 3/12 | Team Post-Mortem Presentations | ALL TEAMS - 20-minute Markstrat post-mortem & learnings presentation |
| Finals Week | 3/19 | [Team Post-Mortem Presentations] | ALL TEAMS - 20-minute Markstrat post-mortem & learnings presentation |
| | | | Individual & Team Assessments |