

MGT 293 | Product Management | DAVIS

Spring 2020, Version 01/27/2020

BASIC COURSE INFORMATION

Gallagher Hall Room TBD
Mondays, 3:10 - 6:00pm
March 30 to June 1, 2020

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COURSE SYNOPSIS

Product management careers present MBAs with the earliest career exposure to profit center management and are frequently steppingstones to broader general management assignments. The product (or brand) manager is accountable for the ultimate success of a product line whether in high technology, consumer products, services, or online businesses. This course covers essential planning and business management skills for aspiring product and general 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, marketing research, customer needs assessments, product definition and planning, product life cycle management, and the development of pricing, positioning, promotional, product, and channel strategies intended to achieve multiple pre-established goals and objectives (e.g. targets for revs and/or profits, mkt share, etc.).

This course is designed to provide an overview of the requirements, issues, and tools involved in marketing of products and services using lectures, case studies, and a hands-on, quarter-long competitive simulation. The MarkStrat simulation enables student teams (firms) to compete in the management of multiple products in both mature and emerging product categories. The multi-period simulation evolves dynamically, where market outcomes are determined by both changing environmental conditions and the interaction among marketing activity and product life cycle decisions made by teams managing competing firms. 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.

REQUIRED TEXTS & READING MATERIALS

- 1) Markstrat Participation Activation Key (PAK): The "book" for this course is the Participation Activation Key and the online Participant's Handbook. **The simulation begins during our first class session. You MUST purchase your Markstrat Participant Activation Key before the beginning of Session #1.** Instructions to purchase your Participant Activation Key (PAK) are as follows:
Please find below guidelines to purchase your Markstrat 7 - Durable Goods Handbook and Participant Activation Key (PAK) to take part in the Simulation exercise.
 1. GO to shop.stratxsimulations.com
 2. Enter File number; **XXXXX**
 3. Click the option, 'I am not a ROBOT', click ENTER
 4. A window appears with the course information, click, Tick, accept terms and Register and PROCEED
 5. Complete the form and pay either via credit card or PayPal
- 2) You will be able to login stratxsimulations.com to access Markstrat. The Participant Handbook will be provided as soon as you access Markstrat.
- 3) MGT 293-1 Course Packet: A course packet containing cases and readings is available through Harvard Press.

TEAM GRADED ASSIGNMENTS

ALL SUBMISSIONS MUST BE MADE TO THE CANVAS ASSIGNMENT DROP BOX BY THE DUE DATE.

Team size depends on enrollment but assume 4 students per team for now. There will be 5-10 teams in total. **Teams SHOULD be formed by the Session #1 class meeting.** We will be sending out a class roster in advance, so you can contact your classmates. 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.

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. **Corporate Goal Setting Assignment.** A unifying concept in product management is 'the marketing planning process,' and (by definition) each period of the Markstrat simulation requires all teams to execute one full 'cycle' of this process. A 'marketing plan' fully documents key required elements, including analysis, specification of goals and objectives, and a wide range of strategic and program decision. This assignment specifically focuses on a subset of these activities: **corporate goal setting, financial objectives, and target segment selection and segment financial objectives**. Each team will submit an Excel planning spreadsheet detailing the team's process for estimating industry and segment TAM, and selecting target segments and establishing segment market share goals consistent with achieving the team's overall corporate competitive goals and corporate financial objectives and a brief PowerPoint slide deck with supporting assumptions and addressing the following key areas:

- **Determine your firm's competitive goals**
 - Corporate competitive goals - #1 in stock price & cumulative net contribution
- **Translate your firm's competitive goal into measurable financial goals**
 - What are the market and segment TAMs? What share of TAM will you need to garner to achieve your competitive goal?
- **Select target market segments**
 - Which Sonite segments will you target to achieve your firm's financial objectives?
 - Do you need to enter the Vodite market to achieve your firm's financial goals? When?
- **Set market share & financial objectives for each target segment**
 - Does the sum total of your segment financial objectives meet or exceed your company's overall financial goals?

Note that this exercise corresponds with preparation for Period 4 Markstrat decisions. As noted, each period requires a full set of marketing program decisions for the 'short term' (Period 4) but will be determined within the context of this assignment.

3. **Markstrat Marketing Plan.** This is a complete marketing plan covering strategies and tactics for Period 7 through Period 10 of the Markstrat simulation. Your firm's position relative to competitors may have changed dramatically forcing a reevaluation of your business and competitive goals as set forth in the original Corporate Planning Assignment.

This document will (in some fashion) address all elements of a marketing plan as discussed in class and may include a revision of your firm's corporate goals and financial objectives. To constrain the scope of the deliverable, it will take the form of a five-page exec summary (up to seven pages maximum – five pages desirable).

While the required content of your Marketing Plan will be informed by material covered in class, but we note here that it should include:

- a) A statement or re-statement of your firm's business goals 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 for product strategy, 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) Planned resource allocations for product development, pricing strategy, promotional and advertising budgets, and channel selection and programs consistent with key strategies.
 - e) Planned tactics to be implemented in support of the key strategies (product, price, promotion, place) for the remainder of the simulation.
4. **Team Markstrat Lessons Learned Term Paper.** Each team is responsible for submitting a written 10-page post mortem. The paper should be typewritten 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 in the Markstrat simulation, and 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.**

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 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.

5. Presentation of Team Markstrat Lessons Learned due Session #10 (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. The goal of the presentation is to highlight lessons learned from the Markstrat simulation based on the Team's original Corporate Setting, Marketing Plan, and simulation results. Presentation will include a 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.

INDIVIDUAL GRADED ASSIGNMENTS

All individual written assignments must be submitted prior to class on the day the case is presented in class. INDIVIDUAL submissions will be made to the CANVAS ASSIGNMENTS drop box. NO E-MAIL OR HARD-COPY SUBMISSIONS WILL BE ACCEPTED.

Attendance for the full class period is expected; one class meeting absence is acceptable. Additional absences will penalize your grade.

Full class participation and preparation is expected. Assigned items should be studied. When cases are scheduled, be prepared to address all the issues and background.

1) Individual Written Case Analysis (3 cases required)

We will use a total of six case studies to enhance our learning this quarter. **Each student will be individually responsible for submitting THREE (3) 1-2 page case briefs during the quarter.** This assignment is individual-based. Each student is required to prepare a two-page written analysis for THREE out of six cases studies. **Individual write-ups are not required or accepted 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. You may use the questions included with the case study as a guide, but your case brief analysis (2 page maximum) should contain the following:

1. Make a RECOMMENDATION or decision(s) SUPPORTED by the facts presented in the case(s)
2. Defend/support your recommendations with facts from the case or your own logic or knowledge
3. Complete any calculations or analysis required to support your recommendations.
4. Do NOT regurgitate of the facts of the case.

To provide additional flexibility to students who prefer to devote more time to the Markstrat simulation, there are two features which enable you to reduce your individual case study workload:

- ❖ **PASS OPTION.** Brief one-page write-up providing evidence you read the case. PLEASE INDICATE **PASS ON SUBMITTED PAPER.** Grade=42. You may elect to choose this option for any or all of your individual case study write-ups.

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:

A	950 or above	B	825 to 875
A-	900 to 949	B-	800 to 824
B+	875 to 899	C+	<800

The final course grade will be based on a combination of individual and team assignments. These assignments appear in the table below:

Graded Assignments	Weight	Points	Comments
Individual Class Participation	15%	150	Attendance & instructor evaluation of class involvement
Individual Case/Topic Write-ups (1-2 page, max write-up) THREE (3) individual case write-ups	15%	150	3 individual papers x 50 points per case. To save time, you have the option of submitting a quick half-page case summary demonstrating you read the case study. You will receive 42 points. Also, at the end of the quarter, the highest score you receive on your four case write-ups will be doubled and the lowest score dropped
Team Case Study Upload Case presentation materials to canvas and load on classroom PC before start of class.	10%	100	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 level of class engagement generated during the discussion.
Corp Goal Setting Assignment (xlsx & pptx assumptions)	10%	100	Graded based on the thoroughness of quantitative business goals and the integration of your goals and identified strategies.
Markstrat Marketing Plan (5-7 pages)	15%	150	The marketing plan will incorporate real time feedback from the simulation. It may require an update of your quantitative goals as well as detailed strategies and tactics by product line for the last 4 periods of the simulation
Team Markstrat Post-Mortem paper (10-pages)	10%	150	
Team Markstrat Performance Score	10%	100	Based on final team ranking – Period 10 SPI & Cumulative Net Contribution
Team Markstrat Presentation	10%	100	
Total Possible Score	100%	1,000	

Notice of Academic Code of Conduct. See <http://sja.ucdavis.edu/files/cac.pdf> .

MGT 293 CLASS SCHEDULE (DAVIS)

Lowe, Spring 2020

Ssn	Date	Topics	Reading	Assignment	Markstrat
1	3/30	Course Introduction Role of Product Management Markstrat Overview 1	Participant's Handbook: <i>INTRO</i> thru <i>Managing Your Firm</i>	Markstrat Teams Formed	Read Markstrat Handbook in advance of first class meeting
2	4/6	Marketing Planning Tips: Setting Goals & Objectives Markstrat Overview 2	Participant's Handbook: <i>Understanding Your Annual Report</i> thru END	Case prep #1: Gillette PCD (Marketing Planning & Control) TEAM M case facilitation Individual case write-up	Period 1 decisions
3	4/13	Finance for Product Managers Product Life Cycle & Strategies		Case prep #2: Colgate precision (prod positioning) TEAM R case facilitation Individual case write-up	Period 2 decisions Period 3 decisions
4	4/20	Pricing Decisions		Case prep #3: Kindle Fire: Amazon's Heated Battle for the Tablet Market TEAM S case facilitation Individual case write-up	GROUP (ALL) CORP GOAL SETTING ASSIGNMENT (PPTX, XLSX) WED, 4/29, 10AM
5	4/27	Channel Decisions Finance for PM 2		Case prep #4: Clique pens (push vs pull mktg) TEAM T case facilitation Individual case write-up	Period 4 decisions
6	5/4	Marketing Plan Assignment Managing Mature Products Product Definition & Planning 1		Case prep #5: Porsche: The Cayenne Launch (branding) TEAM L case facilitation	Period 5 decisions Period 6 decisions

Ssn	Date	Topics	Reading	Assignment	Markstrat
				Individual case write-up	
7	5/11	Product Definition & Planning 2 The Product Launch			Period 7 decisions GROUP (ALL) 5-7 page Markstrat Marketing Plan SUNDAY, 5/17, 10AM
8	5/18	Blue Ocean Strategy Organizational Considerations Product Management Careers Epilogue		Case prep #6: Durex China (digital mktg + international) TEAM N case facilitation Individual case write-up	Period 8 decisions
9	5/25	MEMORIAL DAY NO CLASS			Period 9 decisions Period 10 decisions
10	6/1	Team Presentations Final Markstrat Results		ALL TEAMS - 20-minute Markstrat post-mortem & learnings presentation	
	SUNDAY JUNE 7 10:00 AM			ALL TEAMS - 10-page final paper: Financial Results & Strategy Post-mortem	Submit on CANVAS

TEAM ASSIGNMENT SCHEDULE (DAVIS/SACRAMENTO)

Team	Team Case Study	Team Case Facilitation	Goal Setting Assignment	Marketing Plan	Final Team Presentation	Post-Mortem Paper
M	Gillette	Ssn #2	WED 4/29 10AM	SUN 5/17 10AM	Ssn #10	SUN 6/7 10AM
R	Colgate	Ssn #3	WED 4/29 10AM	SUN 5/17 10AM	Ssn #10	SUN 6/7 10AM
S	Amazon Kindle	Ssn #4	WED 4/29 10AM	SUN 5/17 10AM	Ssn #10	SUN 6/7 10AM
T	Clique Pens	Ssn #5	WED 4/29 10AM	SUN 5/17 10AM	Ssn #10	SUN 6/7 10AM
L	Porsche Cayenne	Ssn #6	WED 4/29 10AM	SUN 5/17 10AM	Ssn #10	SUN 6/7 10AM
N	Durex China	Ssn #8	WED 4/29 10AM	SUN 5/17 10AM	Ssn #10	SUN 6/7 10AM

MARKSTRAT DECISION DEADLINES (DAVIS/SACRAMENTO)

Period	Decision Due Date	Results Available
1	8PM, SUN, APR 5	11PM SAME DAY
2	NOON, SUN, APR 12	1PM SAME DAY
3	NOON, SUN, APR 19	1PM SAME DAY
4	8 PM, WED , APR 29	9PM SAME DAY
5	NOON, SUN, MAY 3	1PM SAME DAY
6	8 PM, WED , MAY 6	9PM SAME NIGHT
7	NOON, SUN, MAY 17	1PM SAME DAY
8	8 PM, WED , MAY 20	9PM SAME NIGHT
9	NOON, SUN, MAY 24	1PM SAME DAY
10*	8 PM, WED , MAY 27	In-Class, MON, JUNE 1

MARKSTRAT TEAMS

FIRM	BERLIN
M TEAM	
R TEAM	
S TEAM	
T TEAM	
L TEAM	
N TEAM	

FIRM	PARIS
M TEAM	
R TEAM	
S TEAM	
T TEAM	
L TEAM	
N TEAM	