

# Business 139

Marketing Management Fall Semester 2011

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## HOW NOT TO VIEW THIS CLASS AND YOUR INVOLVEMENT IN A COMPETITIVE ENVIRONMENT

I AM A SICK MAN.... I am a spiteful man. I am an unattractive man. I believe my liver is diseased. However, I know nothing at all about my disease, and do not know for certain what ails me. I don't consult a doctor for it, and never have, though I have a respect for medicine and doctors. Besides, I am extremely superstitious, sufficiently so to respect medicine, anyway (I am well-educated enough not to be superstitious, but I am superstitious). No, I refuse to consult a doctor from spite. That you probably will not understand. Well, I understand it, though. Of course, I can't explain who it is precisely that I am mortifying in this case by my spite: I am perfectly well aware that I cannot "pay out" the doctors by not consulting them; I know better than anyone that by all this I am only injuring myself and no one else. But still, if I don't consult a doctor it is from spite. My liver is bad, well -- let it get worse!

I have been going on like that for a long time -- twenty years.

Dostoevsky, Fyodor . [Notes from the Underground](#)

## REQUIRED COURSE MATERIALS

Randall G. Chapman, *LINKS Marketing Strategy Simulation Extreme Edition* (January 2007). The manual will be posted on the course web site or can also be downloaded from: <http://www.LINKS-simulations.com/MS/index.htm>.

The following book is also required: Dorner, Dietrich, *The Logic of Failure: Recognizing and*

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<sup>1</sup> E-Mails will be responded to within 72 hours of receipt. I will send group e-mails to your my.SJSU e-mail address which all students have. Please check you=re my.SJSU e-mail at least twice a week as readings, and other assignments will be sent to you there.

<sup>2</sup> If I am not in my office you can usually find me talking to other faculty on the 7<sup>th</sup> floor

*Avoiding Error in Complex Situations*, Perseus books, 1996

There is a **required royalty fee per student** for the use of the LINKS software. This fee should be paid via the Pay For LINKS link on the main LINKS web page: <http://www.LINKS-simulations.com> No one may participate in the LINKS simulation unless this royalty fee has been paid. (LINKS)

## COURSE DESCRIPTION

This course offers students an opportunity to broaden their understanding of strategic marketing management. The course has been popular with students seeking careers in marketing as well as students interested in management careers in consulting, finance, corporate strategy, human resources management, and entrepreneurship. I will send out readings via the MY.SJSU in e-mail system. You are expected to read these documents, articles, or general information and be prepared to both discuss the material and employ it in your management activities.

Throughout the course we will develop a comprehensive framework for analyzing and understanding the strategic aspects of marketing. This will be accomplished in two ways. First, we will utilize readings, lectures, and cases to develop a conceptual grasp of the issues involved. Second, we will utilize these concepts in a fast-paced, exciting simulation of the strategic product-market management process. The simulation plus integrated material from cases and lectures, emphasizes the formation and implementation of competitive marketing strategies and plans.

The simulation allows students to develop their knowledge and skills to manage a marketing program in a highly competitive and dynamic market setting. Teams of students assume the role of decision-makers in companies that comprise a fictitious but realistic industry. After each round, feedback is provided on how each team's decisions have impacted their company's position relative to that of their competitors.

This course will enable you to understand and apply your knowledge on strategic marketing issues to a wide range of topics. These include:

- Understanding customers
- Defining market opportunities
- Selecting target segments
- Product positioning
- Understanding the fit between firm resources and positioning
- Price and cost dynamics
- Market evolution and forecasting
- New product development
- Market entry strategies

Use of marketing research  
Competitive analysis  
Collaborative strategies with value chain participants (e.g., suppliers, channel members, etc.)  
Integrate the 4 P=s and branding issues into the marketing strategy  
Allocating resources  
Interface/integration with operations  
Integration of financial analysis

The strategic concepts and skills learned in the class, through lectures, discussions, and the simulation are equally relevant to consumer, industrial, and service industries as well as for new and old-economy businesses.

#### **PREREQUISITE**

Marketing Core Course: 130 /134/138

#### **COURSE CULTURE**

This course is designed to provide a hands on learning experience in marketing analysis, strategy, planning, management, and decision-making. As such, it also has associated with it a much different culture than other courses. This is not just a lecture-oriented course with a fixed set of topics to be covered in a term. Rather, this is a course where much of the learning will take place outside of the formal classroom setting. The benefits to the course participants will be directly related to the quality and quantity of the effort expended on course related activities by each student.

This course is very open-ended. The competitive nature of the simulation game, the feedback that it provides, and the wide open challenge it presents you will be the driving forces that determine the extent of your efforts, not formal assignments that you must complete on some more-or-less regular basis. In addition, the course demands a highly interactive classroom dynamic with all students actively participating in case discussions.

#### **THE MARKETING SIMULATION EXERCISE**

Course participants should expect to use analytical procedures, relevant concepts developed in class, large doses of common sense and managerial acumen and sound business and marketing principles with LINKS.

The biggest problem you will face in LINKS is one of **management**. You will have to manage your team, your fellow team members, and yourself. Time management and priority setting will be particularly crucial throughout the marketing simulation exercise. Try not to overlook, forget, or ignore the very \_real world management problems that you will face. Use this course as an opportunity to practice and further develop your management skills.

Should the need arise during the course of play of the marketing simulation game, the instructor reserves the right to refer possible instance of unfair or illegal business practices (such as collusion among teams, monopolistic practices, price fixing, kickbacks and payoffs, and the like) to the Unfair Practices Tribunal. Its decisions on all such matters are final.

## **EVALUATION, ATTENDANCE AND PARTICIPATION**

Grades in this course are based on a combination of group and individual activities. The group activities all revolve around LINKS and classroom assignments. The course grading components, and their percentage weights, are shown below.

### Group Activities:

LINKS Performance (class rank)	30%
LINKS Weekly decision analysis	10%
Class presentations	10%

### Individual Activities:

Class Participation	20%
Marketing Strategy plan for years 4-8	30%

Note 50% of the grade in this course is based on group activities. This follows from the workload in this course, which involves intensive group work B and group performance evaluations B within your LINKS teams. However, team grades could be modified by individual performance evaluations of the relative contribution of the team members.

**LINKS Performance** is evaluated on both short-run and long run dimensions. Financial (ROI), market (market share), and operating efficiency performance are all relevant, as are many other measures. Improvements in this performance measure through time will be of special interest. Your teams standing at the end of the simulation will also impact the grade. The higher the standing, the better the grade.

The LINKS weekly decision analysis for the LINKS competitive marketing strategy simulation. Each week after you have completed your decision-making process you will have to write up the reasons you made in each decision, the theoretical or practical support for those decisions, competitive issues that you considered in making the decisions and your expectations / SWOT analysis of the decisions impact on your competitors. This will include a forecast of what your competitors decisions will be, not item by item, but in paragraph form and how you expect them to react in the next period to the decisions in this period. This analysis will be evaluated each week, and return to you by e-mail prior to the next decision process. Every four periods in each group will have to give a fifteen minute presidential review presentation and forecast to the instructor. Business attire is required and you are expected to use appropriate visual aids. The presidential review does not include a written report.

**Your Team Participation grade** will be based on the feed back for your team members regarding your contributions to team activities. Each team members will complete a formal feedback form at the end of the semester.

**Your Class Participation grade** will be based on your instructor=s evaluation of your class participation plus interactions with the course instructor on issues related to the LINKS simulation. **In general, my expectation is that you will always come to class prepared to participate positively in the in-class activities and discussions. You should treat this class as you would a standard business meeting: prepare, attend, and participate.** Quality of preparation, not quantity, is the relevant issue. Some further observation about class participation follows.

Attendance in class is mandatory and expected. Failure to do so will adversely affect your final grade. If it is not possible for you to attend any particular class (due to interviews/emergencies etc.), I would want you to inform me about your absence in advance. The first hour of class will consist of lectures and or discussions of readings; the second on all were of class will be devoted to meetings between myself and each group individual; during the third a world class you are to formalize your decisions and enter them into these Links database per the student manual.

~ Treat class participation as an opportunity to excel. You don=t have to excel continuously, to be sure. But, if you never distinguish yourself during our whole time together in this course, something is clearly missing from your course experience. Impress the class with your thoughtfulness, creativity, attentiveness, critical thinking, and/or analysis capabilities.

I will sometimes **cold-call** on students without prior notice.

~ I believe it is disruptive to the in-class learning environment for students to use their laptops during class to view email, surf the web, etc. while in-class material is being presented and discussed. On the other hand, students do use them for taking notes, accessing relevant class materials (slides, class-notes, etc.) real time. As such, **it is my policy that laptops can be used only for class related activities.** Please do not tolerate or engage in such disruptive behavior. If you see others doing this, please ask them to stop. I sincerely appeal to your **honor-code** for effectively implementing this policy. **Internet surfing or reading e-mail will automatically decrease your class grade by one level.**

~ I understand that occasionally course participants may not be prepared to participate fully in a particular class. Please advise me ahead of time of such eventualities. You may also pass at any time without embarrassment or explanation if I happen to specifically call upon you. However, continually passing will affect class participation. However, more than two pass in the whole course will normally result in a significant downward adjustment in your class participation grade.

**Name tents are a requirement at all times in class.**

At the end of the course, participants will evaluate other members of their team to provide an individual-specific assessment of contribution to the performance of the group. This summary evaluation is meant to account for the total relative contribution of all group members to the quality of the group=s efforts during the course. The results of this private evaluation will be used as one part of the \_LINKS Performance component in your overall grade.

The **marketing strategy paper** will involve the preparation of an individual paper that [1] describes and analyzes the marketing strategy of your organization; [2] analyses the strategies employed by your competitors in the simulation, specifically identifying those decisions you think were beneficial and those decisions that you think were detrimental. [3] develop a four year plan for your firm based upon the data and information from the prior periods and your forecast of future competitive actions and reactions, as well as forecasts of changes in the market in general. [4] identify contingencies that you believe may surface and analyze the effect of those contingencies on your for your plan. Suggest potential responses to those contingencies and identify additional types of research, environmental scanning, and Firm development that may help to mitigate any negative impacts or affects of the identified contingencies.

**University, College, or Department Policy Information:**

Academic integrity statement (from Office of Judicial Affairs): -Your own commitment to learning, as evidenced by your enrollment at San José State University and the University=s Academic Integrity Policy requires you to be honest in all your academic course work. Faculty are required to report all infractions to the Office of Judicial Affairs. The policy on academic integrity can be found at <http://www2.sjsu.edu/senate/S04-12.pdf>

Campus policy in compliance with the Americans with Disabilities Act: \_If you need course adaptations or accommodations because of a disability, or if you need special arrangements in case the building must be evacuated, please make an appointment with me as soon as possible, or see me during office hours. Presidential Directive 97-03 requires that students with disabilities register with DRC to establish arecord of their disability.

College of Business Policies and Procedures:

Please check the url at [http://www.cob.sjsu.edu/cob/5\\_STUDENT%20SERVICES/cobpolicy.htm](http://www.cob.sjsu.edu/cob/5_STUDENT%20SERVICES/cobpolicy.htm)

To ensure that every student, current and future, who takes courses in the **Boccardo Business Center**, has the opportunity to experience an environment that is safe, attractive, and otherwise conducive to learning, the College of Business at San José State has established the following policies:

**Eating:**

Eating and drinking (except water) are prohibited in the Boccardo Business Center. Students with food will be asked to leave the building. Students who disrupt the course by eating and do not leave the building will be referred to the Judicial Affairs Officer of the University.

**Cell Phones:**

Students will turn their cell phones off or put them on vibrate mode while in class. They will not answer their phones in class. Students whose phones disrupt the course and do not stop when requested by the instructor will be referred to the Judicial Affairs Officer of the University.

**Computer Use:**

In the classroom, faculty allow students to use computers only for class-related activities. These include activities such as taking notes on the lecture underway, following the lecture on Web-based PowerPoint slides that the instructor has posted, and finding Web sites to which the instructor directs students at the time of the lecture. Students who use their computers for other activities or who abuse the equipment in any way, at a minimum, will be asked to leave the class and will lose participation points for the day, and, at a maximum, will be referred to the Judicial Affairs Officer of the University for disrupting the course. (Such referral can lead to suspension from the University.) Students are urged to report to their instructors computer use that they regard as inappropriate (i.e., used for activities that are not class related).

**Academic Honesty:**

Faculty will make every reasonable effort to foster honest academic conduct in their courses. They will secure examinations and their answers so that students cannot have prior access to them and proctor examinations to prevent students from copying or exchanging information. They will be on the alert for plagiarism. Faculty will provide additional information, ideally on the green sheet, about other unacceptable procedures in class work and examinations. Students who are caught cheating will be reported to the Judicial Affairs Officer of the University, as prescribed by Academic Senate Policy S04-12.

***Mission***

*The College of Business is the institution of opportunity, providing innovative business education and applied research for the Silicon Valley region.*

Day of Class M/T/W/Th

Student Name: \_\_\_\_\_ Firm # \_\_\_\_\_  
Last name, First name

Student ID Number: \_\_\_\_\_

Cell Phone Number \_\_\_\_\_

Home Phone Number \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Hours per day you read for pleasure: \_\_\_\_\_

Expected Employer After Graduation: \_\_\_\_\_

Hours per week you work: \_\_\_\_\_

Your favorite Movie of all times: \_\_\_\_\_

Your favorite book of all times: \_\_\_\_\_

The Ideal Job when you graduate:

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Photo goes here:

Photo should be current, in color, of you alone and you should not be wearing a mask or costume.

Try to get a photo about the size of this box. Your face should be the primary image in the photograph

After you have placed the photo on this sheet, color scan it, and e-mail it to me at Lawyer1time@yahoo.fr

The subject line should say "*your name*" Bus 139 "*day of the week we have class*"

Thank You