

COURSE OFFERED REMOTELY VIA ZOOM – SCHEDULED EVEN THURSDAYS, 2:00-4:50PM

MGT 293 | Product Management | DAVIS

Spring 2021, Version 03/30/2021

Class meets April 1,8,15,22,29 & May 6,13,20,27

BASIC COURSE INFORMATION

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Location: <https://zoom.us/j/91281389045?pwd=M2xCZEVGUCtoVTFJcE92dWtnSmJrQT09>

SCHEDULE: Thursdays, 2-4:50 pm. Given the nature of the class there will be a significant workload outside of class in team working meetings. Those meetings will also utilize video conferencing.

ADDITIONAL SCHEDULING NOTES: We will discuss scheduling your team meetings on the first day of class. If you have questions on scheduling or class meeting times, feel free to email me at mdlowe@ucdavis.edu.

Synchronous Zoom sessions will be used primarily for class presentations, lecture, team activities, and discussion and clarification of lecture topics. Some asynchronous class materials may be available to augment synchronous lectures and discussions.

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 <https://shop.stratxsimulations.com/> *(If nothing happens, copy and paste the link in a new browser)*
2. Enter the file number: **P6040152**
3. Tick that box indicating you are not a robot and click ENTER
4. Verify the order and register on the ecommerce site
5. Complete the order process

Please note, that all sales are final. There are no returns or refunds. Please click [here](#), to know our terms & conditions.

- 2) You will be able to login shop.stratxsimulations.com to access Markstrat. The Participant Handbook will be provided as soon as you access Markstrat.
- 3) MGB 293-2 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 5-6 teams in total. **Teams MUST be formed BEFORE Session #1 class meeting. We will begin the simulation in-class during the first session.** I 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 study. 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 in order to achieve your competitive goal?
- **Select target market segments**
 - Which Sonite segments will you target in order to achieve your firm's financial objectives?
 - Do you need to enter the Vodite market in order 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.

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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 7-10 page plan.

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. **Presentation of Team Markstrat Results 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 report results from the Markstrat simulation including:

- Brief summary of performance to goals set at Corp Goal Setting & Marketing Plan
- Highlights and lowlights of key strategic decisions made during the simulation
- What worked, what didn't at key inflection points – e.g., Period 1-3, 4-6, 7-10
- Strategic & competitive challenges along the way

5. **Team Markstrat Lessons-Learned Term Paper.** Each team is responsible for submitting a written postmortem. The paper should be no more than 10-pages, inclusive of figures, tables, exhibits, and references. Papers will be double-spaced, 10-point font, one-inch margins. Coversheet and table of contents are NOT included in the final page count.

- The primary goal of the paper is to provide an introspective review of lessons learned, course takeaways, observations, and insights your team drew from your participation in the simulation.
- Tie your Markstrat experience back to marketing theories and concepts discussed in course lectures and case studies.
- What were the key lessons and take-aways from the course – lectures, case studies, Markstrat simulation, team management, group decision-making, etc.

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. 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 five 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=43. You may elect to choose this option for any or all your individual case study write-ups.

2) Final Self-Report and Team Assessment.

Each student is required to submit a self-report describing your specific accomplishments and efforts in building the marketing plan, cases and interviews, and your participation in the class discussion. The final self-report will also give a numerical assessment (0%-low to 150%-high) for each member of your team based on relative contribution.

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COURSE GRADING

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

A	950 and higher	B	825 to 874
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	Points	Comments
Individual Class Participation	100	Attendance & instructor evaluation of in-class participation
Individual Case Study (1-page write-up) Individual write-up not required for team case.	150	3 cases x 50 points per case. (3 out of 5 cases that your team is NOT presenting)
Team Case Study Upload Case presentation materials to canvas and load on classroom PC before start of class.	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)	100	Graded based on the thoroughness of quantitative business goals and the integration of your goals and identified strategies.
Markstrat Marketing Plan (up to 10- pages)	200	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 Lessons Learned paper (up to 7-pages)	150	
Team Markstrat Performance Score	100	Based on final team ranking – Period 10 SPI & Cumulative Net Contribution
Team Markstrat Presentation	100	
Total Possible Score	1,000	

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

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MGT 293 CLASS SCHEDULE

Lowe, Spring 2021

Ssn	Date	Topics	Reading	Assignment	Markstrat
1	THU 4/1	Course Introduction Role of Product Management Markstrat Overview 1	Participant's Handbook	Read in advance of first class meeting	
	WED 4/7				Period 1 decisions
2	THU 4/8	Marketing Planning Tips: Setting Goals & Objectives Goal Setting Assignment Markstrat Overview 2	Participant's Handbook		
	WED 4/14				Period 2 decisions
3	THU 4/15	Finance for Product Managers Product Life Cycle & Strategies		Case prep #1: Gillette PCD (Marketing Planning & Control) TEAM M case facilitation	
	WED 4/21				Period 3 decisions
4	THU 4/22	Pricing Decisions		Case prep #2: Colgate precision (prod positioning) TEAM R case facilitation	
	WED 4/28 @ 10PM			CORP GOAL SETTING (XLSX, PPTX) CANVAS	
	WED 4/28				Period 4 decisions
5	THU 4/29	Pricing Decisions 2 Channel Considerations Managing Mature Products		Case prep #3: Kindle Fire: Amazon's Heated Battle for the Tablet Market TEAM S case facilitation	
	SUN 5/2				Period 5 decisions
	WED 5/5				Period 6 decisions
6	THU 5/6	Product Definition & Planning Product Launch Marketing Plan Assignment		Case prep #4: Clique pens (push vs pull mktg) TEAM T case facilitation Individual case write-up	

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7	THU 5/13	Branding	Case prep #5: Porsche: The Cayenne Launch (branding) TEAM L case facilitation
<div> <div> SUNDAY 5/16 10PM </div> <div> Markstrat Marketing Plan Submit on CANVAS </div> </div>			
<div> <div>SUN 5/16</div> <div>WED 5/19</div> <div>Period 7 decisions</div> <div>Period 8 decisions</div> </div>			
8	THU 5/20	Blue Ocean Strategy Organizational Considerations Product Management Careers	Case prep #6: Durex China (international) TEAM N case facilitation
<div> <div>SUN 5/23</div> <div>WED 5/26</div> <div>Period 9 decisions</div> <div>Period 10 decisions</div> </div>			
9	THU 5/27 SAT 5/29	Team Presentations Final Markstrat Results	ALL TEAMS - 20-minute Markstrat post- mortem & learnings presentation
<div> <div> MONDAY, JUNE 7TH 10:00AM </div> <div> ALL TEAMS - up to 10-page LESSONS-LEARNED </div> <div>Submit on CANVAS</div> </div>			
<div> <div> Individual & Team Assessments </div> <div>Submit on CANVAS</div> </div>			

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TEAM ASSIGNMENT SCHEDULE

Team	Team Case Study	Team Case Facilitation	Goal Setting Assignment	Marketing Plan	Final Prez	Post-Mortem Paper
M	Gillette	Ssn #3	THU 4/28 10PM	SUN 5/16 10PM	Ssn #9/10	MON 6/7 10AM
R	Colgate	Ssn #4	THU 4/28 10PM	SUN 5/16 10PM	Ssn #9/10	MON 6/7 10AM
S	Amazon Kindle	Ssn #5	THU 4/28 10PM	SUN 5/16 10PM	Ssn #9/10	MON 6/7 10AM
T	Clique Pens	Ssn #6	THU 4/28 10PM	SUN 5/16 10PM	Ssn #9/10	MON 6/7 10AM
L	Porsche Cayenne	Ssn #7	THU 4/28 10PM	SUN 5/16 10PM	Ssn #9/10	MON 6/7 10AM
N	Durex China	Ssn #8	THU 4/28 10PM	SUN 5/16 10PM	Ssn #9/10	MON 6/7 10AM

MARKSTRAT DECISION DEADLINES

Period	Decision Due Date	Results Available
1	10 PM, WED, 4/7	11 PM SAME DAY
2	10 PM, WED, 4/14	11 PM SAME DAY
3	10 PM, WED, 4/21	11 PM SAME DAY
4	10 PM, WED, 4/28	11 PM SAME DAY
5	10 PM, SUN, 5/2	11 PM SAME DAY
6	10 PM, WED, 5/5	11 PM SAME DAY
7	10 PM, SUN, 5/16	11 PM SAME DAY
8	10 PM, WED, 5/19	11 PM SAME DAY
9	10 PM, SUN, 5/23	11 PM SAME DAY
10*	10 PM, WED, 5/26	In-Class, SAT, 5/29

SPRING 2021 MARKSTRAT TEAMS

FIRM	Product Managers (ALPHA)
M	Archana Das Beatriz Leon-Gomez Jacqueline Tiefert Ayumi Tsurushita
R	Asha Candassamy Prerna Bajaj Eugenia Wilson Jonathan Katz Vaibhav Gupta
S	Aynaxi Madhav Andrea Chavez Katherine Graham Brent Hutchinson Robert Knippen
T	Tarun Chinniah Sara Patanwala Jordan Sellers Kumar Vaibhav Yi Jia Zhang
L	Antonio Hurtado Anthony Liu David Tossolini Molly Scott Xi Wang (Susie)
N	Ayush Gupta Ronald Fassl Farah Shartaz Aishwarya Singh Jinwoo Lee