

Market Administration, MKT 6581, 3 Credit Hours

Fall 2013, Tuesday 6:30 p.m.–9:15 p.m., Self–Rm. 302

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Office Hours: (201B Self Hall)

Monday: 10:00 a.m. – 11:00 a.m.; 1:00 – 4:00 p.m.
Tuesday: 5:30 – 6:30 p.m.
Wednesday: 10:00 a.m. – 11:00 a.m.
Thursday: 10:45 a.m. – 12:30 p.m.; 1:15 p.m. – 3:00 p.m.
Friday: 10:00 a.m. – 11:00 a.m.

Please do not call me at home after 8:00 p.m. unless it is very important.

Overview

The focus of this course is a strategy exercise filled with tactical detail. Through computer simulation, we will place you into a very realistic international business setting where you will run a marketing division for two years in compressed time (eight rounds of decision making).

In *The Marketplace*, you start up and run your own marketing division, struggling with marketing fundamentals and the interplay between product, price, place, promotion, budgets and financial performance. You are given control of a simulated business and must manage its operations through several decision cycles. Repeatedly, you must analyze the situation, plan a marketing strategy to improve it, select the tactical options to implement that strategy and then execute the strategy and tactics out into the future. You face great uncertainty from the outside environment and from your own decisions. Incrementally, you learn to skillfully adjust your strategy as you discover the nature of your real-life decisions, including the available options, linkages to other parts of the business, conflicts, tradeoffs and potential outcomes.

Through the classroom experience and your own study you will gain practical marketing knowledge ranging from basic marketing concepts to management skills (leadership and teamwork) to advanced marketing management tools for product design and management, pricing, promotion, sales forecasting, salesforce management, benchmarking, analyzing marketing opportunities, financial management, and product portfolio management. The simulation exercise provides an opportunity to practice and develop these skills. You will get out of it what you put into it.

Learning Objectives

The *Marketplace* simulation is a transformational experience. You will learn what it will be like to compete in the fast-paced, competitive market where customers are demanding and the competition is working hard to take away your business.

Here is a list of what *Marketplace* players do:

- Analyze market research data;
- Design brands to appeal to different market segments;
- Devise advertising campaigns, sales force incentives, and price options;
- Allocate scarce funds to R&D, advertising, and distribution;
- Select and prioritize R&D projects, leading to new product features;
- Plan and roll out a marketing campaign;
- Manage cash;
- Compete head-to-head with other business teams;
- Adjust strategy and tactics in response to financial performance, competitive tactics, and customer needs.

The specific goal of the exercise is to develop your marketing management skills by giving you an integrated perspective of the entire marketing operation. In terms of specifics, the exercise can:

- Develop strategic planning and execution skills within a rapidly changing environment.
- Crystallize the linkages between marketing decisions and financial performance.
- Instill a bottom line focus and the simultaneous need to deliver customer value.
- Internalize how important it is to use market data and competitive signals to adjust the strategic plan and more tightly focus marketing tactics.
- Develop teamwork across functions, opening up new communication links
- Promote better decision making by helping individuals see how their decisions can affect the performance of others & organization as a whole.
- Facilitate learning of important marketing concepts, principles and ways of thinking
- Build confidence through knowledge and experience.

Organization of the Exercise

Each quarter or decision period has a dominant activity and a set of decisions that are linked to it. These dominant activities take the team through the product and firm life cycle from introduction, to development, to growth, to near maturity. As you work through your firm's life cycle, we will phase in the disciplinary material as it becomes relevant to the current decisions of the team. Thus, the delivery of the learning material is not organized by discipline, rather by its relationship to decisions being faced by the class. However, you will notice at times that there is a time lag between the delivery of the learning material and current decisions your team is facing. This is simply because there is often not enough time in the individual class periods to deliver all of the learning materials associated with a particular group of decisions. Each quarter's activities not only result in new material being introduced, but also build upon the prior content so that there is considerable repetition. For each new decision there is reading material assigned by the Instructor.

Team Formation

You will team up with three, four or five other students to form an entrepreneurial marketing division of an international computer firm. As the semester progresses, you will take your fledgling business through the natural stages of business growth, including emergence, development, and maturity. Along the way, you will learn to develop and refine your marketing strategies and tactics.

Early in the semester, you will prepare a resume to apply for one of the executive positions in the new firm. You will present yourself to the class and highlight why you are a good candidate for the position you would like to fill.

The teams will be formed via a sports-type draft. The class will be divided into (N) groups of (N) students depending on the number of students in the class. One group will be selected by the Instructor to serve as draft captains. On the day of team selection, the draft captains will choose their team's first member from the first group. The order of choosing in the first and all subsequent draft rounds will be randomly determined by the Instructor. The draft captain and new member will then review the resumes of the second group together. The draft captain will then choose the second person to be added to the team. This procedure will continue until everyone has been chosen and the team formed. The draft captain will not necessarily become the Marketing Director of the new firm. The team members will jointly make that decision.

Role on the Marketing Team

Management of your division will be a challenging task. Successful firms divide up the responsibility and share the workload. Each team member assumes a tactical area of responsibility:

- Overall leadership (Marketing Director - V.P. for Strategies & Research)
- Brand management (V.P. for Brand Management)
- Advertising (V.P. for Advertising)
- Sales office management (V.P. for Sales)
- Financial management (V.P. for Finance)

You are encouraged to rotate positions within the team so each individual has the opportunity to gain experience in each functional area and learn from other team members.

Virtual Teams

The virtual firm is fast becoming a reality. In your career, you may work out of your home in Dallas, confer with your management team in London, coordinate shipments from the factory in Shanghai, all to service the customer in Montreal, You may use cell phones, email, instant messaging, the World Wide Web and/or video conferencing to communicate with everyone up and down the supply chain.

To help you learn to work within a virtual organization, the *Marketplace* exercise will be delivered over the Internet. In logistical terms, we will create a common data set for the team's decisions and store it on an Internet accessible file server. Thus, your team will be able to work from any location where there is a PC with an Internet connection.

Any member of the team will be able to log onto the server, review the current situation, make decisions, and then save them for the next student to work on. As each team member completes his or her area of responsibility, he or she will report the analysis and decisions to the rest of the team for their review and consideration.

Virtual Teams (continued)

You and your team will still need to confer on your analysis, strategy and tactics via virtual meetings. The advantage of this Internet system is that each team member will be able to work on the most up-to-date decision file so that everyone is looking at the same data set.

The file server setup will also facilitate the coaching role of the Instructor. Just like you, the Instructor will be able to log on at any time to review the current situation with any team or the exercise as a whole. Thus, the Instructor can and will monitor activity and results.

Textbook

Cadotte and Bruce; *The Management of Strategy in the Marketplace*; Thomson Southwestern Publishing; United States, 2003. You will purchase the textbook chapters you need online when you sign up for the simulation exercise. The cost is about \$10. Both the simulation and textbook chapters must be purchased online with a credit or debit card.

Moodle – There is a Moodle account for this class. I will place class materials and various resources including PowerPoint slides and Chapter Assignments on this site throughout the semester. To access this account:

1. Go to moodle.mc.ed
2. Enter your username and password and hit the Login button. Use the same username and password you use to log into computers on campus.
3. Once you login, you will see your course listings. Select MKT 6581.

Grading

Exams (3 @ 100 points each).....	45% (270 points)
Simulation performance.....	25% (150 points)

If more than 5 groups are needed, the class will be divided into 2 groups, each participating in a separate simulation:

First place	100%
Second place	95%
Third place	91%
Fourth place (& others if necessary)	89%

Qtrs. 5-8 Tactical Plan & Presentation	15% (90 points)
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Each team must purchase all available market research for all segments and geographic markets which contain at least one sales office in Quarter 4 in order to have the data necessary to prepare the Quarters 5-8 Tactical Plan and presentation.

One-half of the total Qtrs. 5-8 Tactical Plan grade will be based on the Instructor’s assessment of the tactical plan and presentation. The other half will depend on the amount of money awarded to the team by an outside corporate representative based on the team’s performance during the presentation of the marketing plan, as follows:

\$5 million.....	100%
\$4.5 million.....	95%
\$4 million.....	90%
\$3.5 million.....	85%
\$3 million.....	80%

(No team may be awarded less than \$3 million.)

NOTE: Teams that do not receive the full \$5 million after their presentation are limited in the following quarter (Quarter 5) to spending the amount awarded by Corporate Headquarters plus available cash at the beginning of the quarter (you may not spend revenues earned in Q5). Teams that exceed this limit will be subject to a 25% deduction to their cumulative score on the balanced scorecard. In most cases, this will effectively eliminate a team’s chance to finish in an “A” position in the simulation.

Quizzes (see below).....	5% (30 points)
Online Discussion Assignments.....	2% (12 points)
Quarterly Market Summaries.....	5% (30 points)
Quarterly Tactical Plan.....	3% (18 points)
Total	100% (600 points)

Scale

93 – 100%	558 – 600 points	A
90 – 92%	540 – 557 points	B+
84 – 89%	504 – 539 points	B
81 – 83%	486 – 503 points	C+
75 – 80%	450 - 485 points	C
70 – 74%	420 – 449 points	D
Below 70%	Below 420 points	F

Exams

Three exams will be given during the semester. The exams may include any combination of problems, multiple choice, short answer or essay questions.

Quarters 5-8 Tactical Plan and Presentation to Representative from Corporate Headquarters

Guidelines for preparing the Quarters 5-8 Tactical Plan will be provided at the appropriate time during the semester. The Quarters 5-8 Tactical Plan details the team’s plans for overall strategy, brand management, pricing, advertising, sales management, and financial management for each of the final four quarters of the simulation. The Tactical Plan also includes a Market Opportunity Analysis which describes the structure of the market and profiles each of your team’s key competitors.

Each team will deliver an oral presentation of the Tactical Plan to outside corporate representatives and the Instructor. The team will be expected to make a “professional” presentation using PowerPoint. **Your team should prepare two printed copies of the PowerPoint presentation for the Instructor and representative from corporate headquarters to view during your presentation.**

The Quarters 5-8 Tactical Plan and presentation is a team grade. One-half of the Tactical Plan grade will be based on the Instructor's evaluation of your tactical plan and presentation. The other half will depend on the amount of money awarded to your team by the corporate representative based on his or her personal assessment of your team's planned tactics and presentation of those tactics. All team members must participate in the presentation. Each team member will present the information related to his/her area of responsibility.

Peer Evaluations

The majority of your grade in this course is based on your individual performance (i.e., exam and quiz grades, etc.). Only 25% of your grade is based on your team's performance in the simulation. Unfortunately, this leads some individuals to perceive that can get away with not contributing adequately to the team effort and still pass the course - and they are right. In order to correct this potential inequity, peer evaluations are to be turned in at two points during the semester:

- After the Quarters 5-8 Tactical Plan and presentation
- After the Quarter 8 decisions have been submitted.

The first peer evaluation covers each student's contribution to the team effort prior to and during preparation of the Quarters 5-8 Tactical Plan and accompanying presentation. The second covers each student's contribution to the team effort in Quarters 5-8.

The peer evaluations work as follows: each team member will award each of his or her teammates a grade of 0 to 100. These grades will remain confidential for the duration of the course. The scores awarded to each team member by his or her teammates will be averaged to produce a total peer evaluation score for each student. Each student will receive the overall team grade **minus** the percentage by which his or her average peer evaluation score falls below 100%. For example, if a team finishes 2nd in the simulation, thereby earning a 96% for the team simulation grade, and student A receives an average peer evaluation grade of 88, student A's grade for the simulation would be calculated as follows:

Student A's deduction = $100\% - 88\% = 12\%$

Student A's simulation grade = $96\% \text{ (team grade)} - .12(96\%) = 84.5\%$

In other words, the only way a student can receive full team credit for the simulation is to be perceived by his or her team members as making a 100% contribution to the team's effort. The maximum deduction for a project component is 25% of the team grade.

Quizzes

Although exams will cover only material presented in class, there are required readings which contain material that will not be covered in lectures or on exams. In order to insure that the readings are attended to, you will be quizzed (see course schedule) on the assigned readings. There are 3 quizzes. Each quiz contains approximately 10 questions from the assigned reading(s). The final quiz grade will be based upon the average of the individual quiz grades. The quizzes are delivered online and represent 5% of your total course grade.

Online Discussion Assignments

An online discussion assignment accompanies each of the 3 quizzes described in the preceding section. These assignments account for 2% of your total course grade. The assignments involve a single question pertaining to each assigned reading. A discussion forum has been set up in Moodle for the appropriate weeks. You are asked to post your answer to the question on the discussion forum and also post a comment to one other student's post. Your answer and your comment each should be no more than 250 words. Your answers and your comments must be substantive in order to receive full credit.

Quarterly Market Summaries

After Quarters 3, 4, 5, 6 & 7 (see course schedule) each team must turn in a written Market Summary. This summary will contain information about your team's' geographic markets and market segments, brands, customer evaluations, sales force and distribution, advertising, and financial position. The information must be provided for all geographic markets and market segments in which your team is competing. An Excel worksheet template will be provided. This is a team grade and represents 5% of your grade in the course.

Quarter 4 Tactical Plan

Before Quarter 4 (see course schedule), your team must turn in a written tactical plan for the upcoming quarter. This is an individual grade and represents 3% of your grade in the course. Instructions and a template will be provided at the appropriate time during the semester. The purpose of this is to allow the Instructor to prepare for the first team meeting (see below).

Meetings with the CEO

At least once during the semester (see Course Schedule) the CEO (Instructor) will meet during class time with all teams. The meeting(s) provides an opportunity for each team and the CEO to discuss problem areas and how to improve them. These meetings may last up to 30 minutes.

Individual Effort versus Group Effort

Individuals can rise one letter grade above the group effort or drop one or more letter grades below the group grade depending upon their individual contribution to the team and class and their performance on the exams and quizzes.

You Can Be Fired

In isolated cases, an individual will not contribute adequately to the team effort. These individuals apparently perceive that they will get marked down from the team average based on the peer evaluations, but not so badly they will not pass. Hence, it is possible for a team to remove an under-performing member from the team using the following procedure:

- Student given written appraisal of lack of contribution (peer evaluation will do)
- Student must respond in writing as to how he or she will correct the problems cited
- Student given opportunity to correct problems
- Failure to correct problems allows student to be fired
- Fired student plays game by him/herself against computer generated firms and completes all assignments alone
- Student's maximum potential grade is reduced by one-and-half letter grades

Attendance

Attendance is required and accurate records will be kept. Mississippi College policy states that, whether the absences are excused or unexcused, any student who misses more than 4 class meetings will receive a grade of F in the course. You do have a right of appeal.

Academic Integrity

Mississippi College graduate students are expected to be scrupulously honest. Dishonesty, such as cheating or plagiarism, will be regarded as a serious offense subject to severe penalties including, but not limited to loss of credit and possible dismissal. See the *2013-2014 Mississippi College Graduate Catalog* or University Policy 2.19 for specific information.

Bankruptcy - Technical bankruptcy, which occurs when a team spends more than its available cash plus revenues earned in a given quarter, **will result in a 25% deduction to the cumulative score on the balanced scorecard**. Exceptions may be made in cases where a team exceeds its available funds by only a small amount.

Odds and Ends

Purchase of Class Materials (other than textbook) – the license for the Marketplace simulation can be purchased online with a credit or debit card at <https://web.Marketplace-simulation.com>. You will save the 20% to 35% markup normally added by the bookstore by buying online. The cost of the license is about \$40.

Demos and Registration Procedures - Several flash demos have been prepared to introduce you to the Marketplace software. Please go to the following web page, <http://Marketplace-simulation.com/sample-screens/flash-demo.php>. These flash demos provide information about the use of the software, registration procedures and the nature of the game you will be playing. You can access the flash demos according to your own schedule, thus reducing my burden and your anxiety.

Disability - In order for a student to receive disability accommodations under Section 504 of the Americans with Disabilities Act, he or she must contact Student Counseling Services (SCS). SCS will assist with information regarding the appropriate policy and procedure for disability accommodations before each semester or upon immediate recognition of the disability. Student Counseling Services is located in Alumni Hall Room #4 or you may contact them by phone at 601-925-7790. The Program Coordinator, Holly Reeves, can be reached via email at hreeves@mc.edu and the Director of Student Counseling Services, Morgan Bryant at mbryant@mc.edu.

Questions to the Instructor - The help files in the software contain all of the directions you will need to participate in the marketing strategy simulation. Nonetheless, there is a tendency for students to ask the instructor for help rather than look in the help files. With the number of students currently playing the game, it can become a very large burden. **For this reason, the instructor will charge a 1% deduction to the overall balanced scorecard to answer any question already addressed in software.**

Computation of Simulation Performance - A Balanced Scorecard will be used to measure your firm's simulation performance. The team's total business performance will be based upon its financial performance, market effectiveness, marketing performance, investments in the firm's future, and creation of wealth. A total score will be computed for each firm competing in *Marketplace*. At the end of the exercise, each team will be ranked in the order of performance for the total score. A numerical grade (see **Grading** section) will be assigned depending upon your team's ranking.

Time Management - Time management will be vital to your success in participating in the Marketing Strategy game. There is more work than any one person can do. Therefore, it is necessary to divide up the work. There are suggestions on how to divide up the responsibility in the help files within the software. Feel free to depart from these guidelines if individual preferences, experiences, or workloads would allow a more equitable allocation of tasks. Also, do not hesitate to reallocate responsibility if conflicts arise or the workload is unevenly distributed.

Team Meetings Outside of Class – Some teams seem to have more success working face-to-face while others are able to work together well remotely. Face-to-face meetings of the team's executives outside of class are most likely to be necessary the week before the first meeting with the instructor, the week before the Quarters 5-8 Tactical Plan and presentation to the representatives from corporate headquarters, and perhaps in the weeks before the final two quarters of the simulation.

The Marketing Director should preside over each executive meeting, making sure that the discussion does not wander from the business at hand. Each team meeting should begin with an agenda and a timetable. Meetings should not last more than two hours. Long drawn out meetings are not productive and raise frustration levels about not getting things done. The meeting should conclude with a set of action items for each executive. The outcome of these actions should be reviewed at the start of the next meeting.

Use of Technology During Exams - Electronic translators, cell phones, computers, or programmable calculators may not be used during exams.

Time Table of Course Activities
(Subject to Change as Semester Progresses)

August 27 – Class 1 – Meets In Classroom

- Introduction to Course
- Lecture: Why Use Simulations in Management Training?
- Assignment(s):
 - Prepare 1 page resume to present to class next week (see resume instructions below) and submit via the Resume Submission Forum on Moodle.
 - Reading assignment: Chapter 2 “Group Dynamics, Processes, and Teamwork” Russell & Jacobs (2003) – (Quiz 1)
 - Online Quiz 1 (Chapter 2 - Group Dynamics, Processes, and Teamwork) – due Monday September 2 by 3 p.m.
 - Online Discussion Assignment for Chapter 2 - due Monday, September 2 by 3 p.m.

September 3 - Class 2 – Meets in Classroom

- Lecture: Building “Leadership Without Portfolio”
 - Reading to accompany lecture: Chapter 1: "Leaders and Leadership" Bruce (2003)
 - Presentation of resumes to the class
 - Assignment(s):
 - Reading Assignment – Chapter 12 “Managing The Team To Excellence” Russell & Jacobs (2003) - (Quiz 2)
 - Review each resume as if you were a team captain. Prepare for the sports draft next week.
 - Online Quiz 2 (Chapter 12 - Managing the Team to Excellence) – due Monday, September 9 by 3 p.m.
 - Online Discussion Assignment for Chapter 12 - due Monday, September 9 by 3 p.m.
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September 10 – Class 3 – Meets in Classroom

- Overview of game scenario
- Introduction to Q1 decisions

Quarter 1: Organize team to do the job.

- Designate a company name
- Choose Leadership and Assign Job Positions
- Buy Market Research
- Formation of teams – Sports Draft
- Directions to signup for exercise
- Assignment(s):
 - Reading assignment: “Product Life Cycle” Kotler (2006)
 - **Quarter 1 decisions due by Thursday, September 12 by 9:00 p.m.**

September 17 – Class 4 - Online

- Introduction to Quarter 2 Decisions (Online)

Quarter 2: Evaluate market opportunities, setup operations, and prepare for test market

- Analyze market opportunities—evaluate segments, geographic markets, and potential competition
- Establish corporate goals and strategic direction
 - Specify and rank order corporate goals
 - Write mission statement
 - Select target segments
 - Establish strategic direction
- Create customer value—design initial brands for test market
 - Match components to desired benefits (Quality Function Deployment - QFD)
- Select test markets—setup sales offices
- Lecture: Review of Basic Marketing Principles Utilized in the Simulation (Online)
- Lecture: Product Life Cycle – Introduction Stage (Online)
 - Reading to accompany lecture: “Product Life Cycle” Kotler (2006)
- Assignment(s):
 - Reading assignment: Gardial & Woodruff (2003) Understanding Customer Value ([Quiz 3](#))
 - Reading assignment: Chapter 7 "Quality Function Deployment" Slimak (2003)
 - **Online Quiz 3 (Understanding Customer Value - Chapter 5) Due Monday, September 23 by 3:00 p.m.**
 - **Online Discussion Assignment for Chapter 5 - due Monday, September 23 by 3 p.m.**

September 24 – Class 5 – Meets in Classroom

- Review for Exam 1
- Instructions for preparing Market Summary Reports & Quarter 4 Tactical Plan
- Lecture: Translating Product Components into Customer Value Through Quality Function Deployment
 - Reading to accompany lecture: Chapter 7: "Quality Function Deployment" Slimak (2003)
- Quality Function Deployment Exercise
- Assignment(s):
 - Reading assignment: Chapter 6 "Tactical Considerations in Designing Marketing Strategies" Cadotte (2003)
 - **Quarter 2 decisions due Monday, October 7 by 9:00 p.m. – allowing extra time for QFD**

October 1 – Class 6 – **Exam in Classroom at Regular Class Time - Other Material Online**

- **EXAM 1 (Leadership, Marketing Fundamentals, Quality Function Deployment)**
- Introduction to Quarter 3 decisions (Online)
- Lecture: Tactical Considerations in Designing Marketing Strategies – Part 1 (Pricing and Advertising) (Online)
 - Reading to accompany lecture: Chapter 6 "Tactical Considerations in Designing Marketing Strategies" Cadotte (2003)
- Lecture Product Life Cycle – Growth Stage (Online)
 - Reading to accompany lecture: "Product Life Cycle" Kotler (2006)

Quarter 3: Go to market to test strategy, and market assumptions.

- Marketing strategy—evaluate tactical options and choose marketing mix
 - Pricing and price promotions
 - Sales force management—number employed, training, and incentives
 - Advertising—ad copy design, media placement, and ad frequency
- Market research—budget collection of information
- Assignment(s):
 - **Quarter 2 decisions due Monday, October 7 by 9:00 p.m. – allowing extra time for QFD**

October 8 – Fall Break – No Class Meeting

- Assignment(s):
 - Reading assignment: Chapter 15 "Profit Management" Reeve (2003)

October 15 – Class 7 – Meets in Classroom

- Go over Exam 1
- Lecture: Financial Management and Sales Forecasting
 - Reading to accompany lecture: Reeve (2003) Chapter 15 – Profit Management
- Sales Forecasting Exercise
- Assignment(s):
 - Reading Assignment: Chapter 4 “Market Opportunity Analysis” Cadotte (2003)
 - Quarter 3 Decisions due Thursday, October 17 by 9:00 p.m.
 - Quarter 3 Market Summary due Friday, October 18 by 12:00 noon
 - Quarter 4 Tactical Plan due Friday, October 25 by 12:00 noon

October 22 - Class 8 - Online

- Review of Quarter 3 Test Market & Introduction to Quarter 4 Decisions (Online)
- **Quarter 4: Evaluate test market performance and revise strategy, become a learning organization.**
 - Evaluate performance
 - Financial performance—profitability analysis
 - Market performance—customer opinion of brand designs, prices, advertising, and sales force
 - Competitor tactics—segments targeted and selection of marketing tactics
 - Revise marketing tactics as needed, and continue test marketing
- Lecture: Market Opportunity Analysis (Online)
 - Reading to accompany lecture: Chapter 4: "Market Opportunity Analysis for New Products" Cadotte (2003)
- Assignment(s):
 - Quarter 4 Tactical Plan due Friday, October 25 by 12:00 noon
 - Prepare for meeting with CEO

October 29 – Class 9 – Meets in Classroom

- Review for Exam 2
- Introduction to Quarter 5 Decisions
- Explanation of mechanics of presentation to corporate representatives
- Instructions for preparing Quarters 5-8 Tactical Plan and presentation
- CEO meetings with all teams
- Assignment(s):
 - Quarter 4 Decisions are due Thursday, October 31 by 9:00 p.m.
 - Quarter 4 Market Summary due Friday, November 1 by 12:00 noon.

November 5 – Class 10 – Meets in Classroom

- EXAM 2 (Marketing Strategies and Tactics, Profit Management and Sales Forecasting, PLC Growth Stage)

November 12 – Class 11 – Meets in Classroom

- Presentations to representatives from corporate headquarters
 - Introduction to Quarter 6-8 Decisions (Email)
 - Assignment(s):
 - Quarter 5 Decisions due by Thursday, November 14 by 9:00 p.m. (after learning of amount of cash awarded by corporate representatives).
 - Quarter 5 Market Summary Report due Friday, November 15 at 12:00 noon
 - 1st Team Member Evaluation (covering Quarters 1 through presentation to corporate headquarters) Due Tuesday, November 19 by class time.
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November 19 – Class 12 – Meet With Instructor in Classroom – Other Material Online

- Go over EXAM 2
- Lecture Product Life Cycle – Maturity & Decline Stages (Online)
 - Reading to accompany lecture: “Product Life Cycle” Kotler (2006)
- Lecture: Tactical Considerations in Designing Marketing Strategies – Part 2 (Sales Management) (Online)
 - Reading to accompany lecture: Chapter 6 “Tactical Considerations in Designing Marketing Strategies” Cadotte (2003)
- CEO meetings with all teams
- Assignment(s):
 - Quarter 6 decisions due by Friday, November 21 by 9:00 p.m.
 - Quarter 6 Market Summary due Monday, November 22 by 12:00 noon.

November 26 – Thanksgiving Holiday – No Class Meeting

December 3 – Class 13 – Meets In Classroom

- Review for Final Exam
- Benefits of the simulation exercise
- Course Evaluation
- Lecture:
 - Brand Management Using the BCG Matrix
- BCG Exercise
- Assignment(s):
 - Quarter 7 decisions are due Thursday, December 5 by 9:00 p.m.
 - Quarter 7 Market Summary due by Friday, December 6 at 12:00 noon

December 10 – Class 14 – Meets In Classroom

- Final Exam – 6:30 p.m. (Sales Management, PLC Maturity and Decline Stages, Brand Management using BCG Matrix)
 - Assignment(s):
 - Quarter 8 decisions are due Thursday, December 12 by 9:00 p.m.
 - 2nd Peer Evaluation due Thursday, December 12 by 9:00 p.m.
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