

Course Syllabus

MKT 6350, Section 501

School of Management
The University of Texas at Dallas

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Course Information

Course

Course Number/Section MKT 6350, Section 501
Course Title Competitive Marketing Strategy
Term Fall 2008

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Course Pre-requisites, Co-requisites, and/or Other Restrictions

N/A

Course Description

This course will challenge the student to learn and apply tools of competitive analysis to marketing decisions.

Student Learning Objectives/Outcomes

The student will learn to apply tools of competitive analysis to marketing decisions. Competitive marketing strategy requires the student to understand some essential ideas in Game Theory, economics of strategy and dimensions of marketing strategy.

Required Textbooks and Materials

I have chosen different kinds of materials for the course. The first contains excerpts from a textbook on economics of strategy made especially for this course and the second is a packet of cases and readings.

Economics of Strategy: Selected Chapters, 3rd edition, by David Besanko, David Dranove, Mark Stanley, and Scott Schaefer, John Wiley & Sons, Inc.

Competitive Strategy, selections by Ram Rao, John Wiley & Sons, Inc.

Required Materials

Custom books listed above. You will also get electronic copies of the syllabus, case assignments, and power-point notes as well.

List of Readings - In Packet

“Game Theory: Overview,” Ram C. Rao.

“Market Share Rewards to Pioneering Brands: An Empirical Analysis and Strategic Implications,” Glen L. Urban, Theresa Carter, Steven Gaskin and Zofia Mucha.

“Late Mover Advantages: How Innovative Late Entrants Outsell Pioneers,” Venkatesh Shankar, Gregory S. Carpenter and Lakshman Krishnamurhi.

“Game Theory and Empirical Generalizations Concerning Competitive Promotions,” Ram C. Rao, Ramesh V. Arjunji and B.P.S. Murthi.

“Building Store Loyalty through Store Brands,” Marcel Corstjens and Rajiv Lal.

Hand Outs

“An Empirical Analysis of Follower Entry Timing Decisions,” Demetrios Vakratsas, Ram C. Rao and Gurumurthy Kalyanaram (on webCT)

Additional readings may be handed out.

Suggested Course Materials

Custom books can be purchased at the [UTD Bookstore](#) and Off-Campus Books.

Prerequisites

MKT 6301, Microeconomics

Course Mechanics

The method of instruction is through lectures and discussion of cases.

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Communication

Interaction with Instructor: students may send personal concerns or questions to the instructor via email.

Questions you have: If you send an e-mail, you should expect a response in 72 hours if the mail is sent during the week between 8 AM to 5 PM. So you should send in your questions in advance rather than at the last minute. You may also send e-mails to Dr. Rao's TA and copy him if there is an urgent request.

Student Assessments

Written Case Analyses

There are three required activities in the course. You will turn in two case reports. These represent individual work. Each of you will be part of a group that will work on a competitive strategy project in cooperation with a company or a term paper.

Assignments

I may assign two or three position papers to be turned in individually. Each student is responsible for coming to class prepared. Assignments must be turned in as word documents.

Quizzes and Tests

The course has one examination consisting of multiple choice and short essay questions.

Participation

Class discussion will be graded and count for class preparation. Class preparation will be graded as GOOD (4), SATISFACTORY (3), UNSATISFACTORY (2), MERELY PRESENT (1), and ABSENT (0).

Exam

There will be a final exam consisting of multiple choice and short essay questions. All students must take the final examination.

Grading Information

Weights

Project	25%
Case Reports	20%+25%
Position Papers & Class Participation	15%
Final Exam	15%
Total	100%

Grading criteria

The course grade will be determined by a curve. The proportion of A's will not exceed 45%, but may be lower. I expect the proportion of C's to be in the range 0-15%. Obviously, totally unsatisfactory work will result in a grade of F.

Accessing Grades

Students can check their grades online.

Course Policies

Make-up exam

None

Extra Credit

None

Late Work

Will be graded but penalties apply. Normally, every day's delay will lower the maximum points by 10%.

Special Assignments

None

Class Participation

Students are required to participate in all class activities.

Classroom Citizenship

Please use proper etiquette when interacting with class members and the professor.

Assignments

Depending on our ability to get there, we will try to use the WebCT platform to web-enable the course.

Assignment submission instructions

You will submit your assignments as Word documents (size < 1Mb), preferably on WebCT.

Final Examination

The final examination is comprehensive and will have both multiple choice and short answer questions. It is a closed book examination.

COURSE SCHEDULE

Session #	Date	Topic	Preparation
1	8/25	Introduction	
2	9/8	Game Theory	Reading 1
3	9/15	Competition and Marketing Decisions	Reading 6 SKY TELEVISION VERSUS BRITISH SATELLITE BROADCASTING
4	9/22	Industry Analysis	Chapter 10 POWER PLAY (A) NINTENDO *
5	9/29	Strategic Positioning	Chapter 11 PEPCID AC*
6	10/6	Pioneering	Readings 2, 3 and 7 POWER PLAY (B) SEGA *
7	10/13	Pricing	Chapter 8 AMERICAN AIRLINES' VALUE PRICING *
8	10/20	Term Papers Update	No class meeting, submit update electronically by 9 AM
9	10/27	Promotions	Reading 4 THE READY-TO-EAT BREAKFAST CEREAL INDUSTRY IN 1994 *
10	11/3	Retailing	Reading 5 H-E-B OWN BRANDS*
11	11/10	Sustaining Competitive Advantage	Chapter 12 GENZYME: ENGINEERING THE MARKET FOR ORPHAN DRUGS *
12	11/17	Innovation	Chapter 13 SYMBIAN*
13	11/24	IN CLASS EXAM	
14	12/1	FINAL REPORTS	PRESENTATIONS
15	12/8	FINAL REPORTS	PRESENTATIONS

Scholastic Honesty

The University has policies and discipline procedures regarding scholastic dishonesty. Detailed information is available on the [Scholastic Dishonesty](#) web page. All students are expected to maintain a high level of responsibility with respect to academic honesty. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all other students and the integrity of the University, policies on scholastic dishonesty will be strictly enforced.

Course Evaluation

As required by UTD academic regulations, every student must complete an evaluation for each enrolled course at the end of the semester.

University Policies

Student Conduct & Discipline

The University of Texas System and The University of Texas at Dallas have rules and regulations for the orderly and efficient conduct of their business. It is the responsibility of each student and each student organization to be knowledgeable about the rules and regulations which govern student conduct and activities. General information on student conduct and discipline is contained in the UTD publication, *A to Z Guide*, which is provided to all registered students each academic year.

The University of Texas at Dallas administers student discipline within the procedures of recognized and established due process. Procedures are defined and described in the *Rules and Regulations, Board of Regents, The University of Texas System, Part 1, Chapter VI, Section 3*, and in Title V, Rules on Student Services and Activities of the university's *Handbook of Operating Procedures*. Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations (SU 1.602, 972/883-6391).

A student at the university neither loses the rights nor escapes the responsibilities of citizenship. He or she is expected to obey federal, state, and local laws as well as the Regents' Rules, university regulations, and administrative rules. Students are subject to discipline for violating the standards of conduct whether such conduct takes place on or off campus, or whether civil or criminal penalties are also imposed for such conduct.

Academic Integrity

The faculty expects from its students a high level of responsibility and academic honesty. Because the value of an academic degree depends upon the absolute integrity of the work done by the student for that degree, it is imperative that a student demonstrate a high standard of individual honor in his or her scholastic work.

Scholastic dishonesty includes, but is not limited to, statements, acts or omissions related to applications for enrollment or the award of a degree, and/or the submission as one's own work

or material that which is not one's own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings.

Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university's policy on plagiarism (see general catalog for details). This course will use the resources of turnitin.com, which searches the web for possible plagiarism and is over 90% effective.

Email Use

The University of Texas at Dallas recognizes the value and efficiency of communication between faculty/staff and students through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The university encourages all official student email correspondence be sent only to a student's UT Dallas email address and that faculty and staff consider email from students official only if it originates from a UTD student account. This allows the university to maintain a high degree of confidence in the identity of all individuals corresponding and the security of the transmitted information. UTD furnishes each student with a free email account that is to be used in all communication with university personnel. The Department of Information Resources at U.T. Dallas provides a method for students to have their UT Dallas mail forwarded to other accounts.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Student Grievance Procedures

Procedures for student grievances are found in Title V, Rules on Student Services and Activities, of the university's *Handbook of Operating Procedures*.

In attempting to resolve any student grievance regarding grades, evaluations, or other fulfillments of academic responsibility, it is the obligation of the student first to make a serious effort to resolve the matter with the instructor, supervisor, administrator, or committee with whom the grievance originates (hereafter called "the respondent"). Individual faculty members retain primary responsibility for assigning grades and evaluations. If the matter cannot be resolved at that level, the grievance must be submitted in writing to the respondent with a copy to the respondent's School Dean. If the matter is not resolved by the written response provided by the respondent, the student may submit a written appeal to the School Dean. If the grievance is not resolved by the School Dean's decision, the student may make a written appeal to the Dean of Graduate or Undergraduate Education, and the dean will appoint and convene an Academic Appeals Panel. The decision of the Academic Appeals Panel is final. The results of the academic appeals process will be distributed to all involved parties.

Copies of these rules and regulations are available to students in the Office of the Dean of Students, where staff members are available to assist students in interpreting the rules and regulations.

Incomplete Grade Policy

As per university policy, incomplete grades will be granted only for work unavoidably missed at the semester's end and only if 70% of the course work has been completed. An incomplete grade must be resolved within eight (8) weeks from the first day of the subsequent long semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed automatically to a grade of **F**.

Disability Services

The goal of Disability Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Services is located in room 1.610 in the Student Union. Office hours are Monday and Thursday, 8:30 a.m. to 6:30 p.m.; Tuesday and Wednesday, 8:30 a.m. to 7:30 p.m.; and Friday, 8:30 a.m. to 5:30 p.m.

The contact information for the Office of Disability Services is:

The University of Texas at Dallas, SU 22

PO Box 830688

Richardson, Texas 75083-0688

(972) 883-2098 (voice or TTY)

Essentially, the law requires that colleges and universities make those reasonable adjustments necessary to eliminate discrimination on the basis of disability. For example, it may be necessary to remove classroom prohibitions against tape recorders or animals (in the case of dog guides) for students who are blind. Occasionally an assignment requirement may be substituted (for example, a research paper versus an oral presentation for a student who is hearing impaired). Classes which have enrolled students with mobility impairments may have to be rescheduled in accessible facilities. The college or university may need to provide special services such as registration, note-taking, or mobility assistance.

It is the student's responsibility to notify his or her professors of the need for such an accommodation. Disability Services provides students with letters to present to faculty members to verify that the student has a disability and needs accommodations. Individuals requiring special accommodation should contact the professor after class or during office hours.

Religious Holy Days

The University of Texas at Dallas will excuse a student from class or other required activities for the travel to and observance of a religious holy day for a religion whose places of worship are exempt from property tax under Section 11.20, Tax Code, Texas Code Annotated.

The student is encouraged to notify the instructor or activity sponsor as soon as possible regarding the absence, preferably in advance of the assignment. The student, so excused,

will be allowed to take the exam or complete the assignment within a reasonable time after the absence: a period equal to the length of the absence, up to a maximum of one week. A student who notifies the instructor and completes any missed exam or assignment may not be penalized for the absence. A student who fails to complete the exam or assignment within the prescribed period may receive a failing grade for that exam or assignment.

If a student or an instructor disagrees about the nature of the absence [i.e., for the purpose of observing a religious holy day] or if there is similar disagreement about whether the student has been given a reasonable time to complete any missed assignments or examinations, either the student or the instructor may request a ruling from the chief executive officer of the institution, or his or her designee. The chief executive officer or designee must take into account the legislative intent of TEC 51.911(b), and the student and instructor will abide by the decision of the chief executive officer or designee.

These descriptions and timelines are subject to change at the discretion of the Professor.