

UNIVERSITY OF NEVADA LAS VEGAS

Marketing Department

MBA 767 Market Opportunity Analysis Syllabus

Course Description & Objectives

The goal of this course is to build your ability to think, speak, and write critically, creatively, and convincingly about marketing strategies that deliver and sustain value to customers and meet company objectives for commercial success. In short, the aim is to enable you to begin practicing the marketing discipline.

Course Prerequisite(s):

12 hours completed in the core MBA curriculum (MBA 761, MBA 763, MBA 765, MBA 767, MBA 775).

Course Delivery

The course objectives will be achieved largely through the analysis, evaluation, and discussion of case studies. Since marketing strategy decision making involves dealing with uncertainty about the nature of a marketing problem and possible solutions to it, logic suggests that simulation of such decision situations will facilitate swifter learning about the discipline needed to identify and implement such solutions. Business case studies provide such a simulation platform upon which quantitative and qualitative skills of a discipline may be developed and exercised. Thus, we will be reading and discussing a wide range of marketing strategy cases that will challenge you with a variety of unique, complex, and sometimes confusing circumstances. Our challenge will be to draw lessons or takeaways from each case that we can generalize across all situations.

Hybrid Class Meeting Pattern

This class will follow a hybrid meeting pattern with classes alternating weekly between on campus sessions in the Flora Duncan Humanities (FDH) building, Room 105, and remote synchronous sessions held in the WebEx platform environment. The first class session will occur in FDH 105. See the class schedule for details.

Structure of Class Sessions

The plan will be to dedicate at least two-thirds of a class session to discussion of the assigned case study and the remaining time to review and elaboration of concepts in HBS Core Curriculum readings as a primer for the following week's case study. If past semesters' classes are an indication, some cases will merit spending an entire session in discussion them.

To this end, your reading and study each week should center first on preparing arguments and answers to the discussion questions for that week's assigned case study and, second, on comprehending content in the assigned HBS Core Curriculum readings.

Learning Outcomes/Course Objectives

Completion of the course will enable you to:

- Assess the potential of markets and effectively select target segments.
- Develop useful positioning to help a firm's offering stand out against the competition.
- Develop marketing tactics to achieve a positioning in a target market.

Required Course Materials

Required: "Coursepack" of Harvard Business School (HBS) "core marketing curriculum" readings, cases, and access to an online marketing simulation game. This is available for online purchase at the following URL address.

<https://hbsp.harvard.edu/import/855604>

To purchase the materials, you will need to establish a user account at the website. The terms of sale allow you to (1) download electronic versions of course materials, any time of day, (2) access files of electronic course materials via a link on Harvard Business Online for six months from the date of purchase, and (3) print each file as necessary.

Recommended:

- List of Harvard Business Review articles (see Appendix)
- Case Analysis Coach, a 90-minute online tutorial designed by Robert D. Austin & Robert L. Kelley. HBS Product Number: 4380-HTM-ENG
- Marketing Management (any recent edition—12th through 15th) by Philip Kotler & Kevin Lane Keller, Pearson Education, Inc.
- Market-Based Management: Strategies for Growing Customer Value and Profitability (5th or 6th edition) by Roger J. Best, Pearson Education, Inc.

Class Participation

The instructor will track discussion contribution performance by keeping attendance and noting the quality of your contributions to discussions using the following rubric.

3 plus marks (+++): Contributions mirror an outstanding level of preparation. Mastery of case facts is obvious. Comments are directed to the class, include highly relevant ideas synthesized from case information, and offer new ground upon which others may and do build prolific class discussion. Arguments are very sound and persuasively communicated. [Consistent pattern of 3 pluses = 100 points.]

2 plus marks (++): Contributions mirror a thorough level of preparation. Strong familiarity with case facts is obvious. Comments are mostly directed to the class, include relevant ideas synthesized from case information, and offer familiar ground upon which others may and do build relevant class discussion. Arguments are fairly sound and, for the most part, persuasively communicated to the class. [Consistent pattern of 2 pluses = 90 points.]

1 plus mark (+): Contributions mirror a satisfactory level of preparation. Some familiarity with case facts is obvious. Comments are directed more to the professor than to the class, include obvious ideas easily synthesized from case information, and offer little ground upon which others may build useful class discussion. Arguments are somewhat sound and somewhat persuasively communicated to the class. [Consistent pattern of 1 plus = 80 points.]

No plus mark (indicated by X): Contributions mirror an inadequate level of preparation. Familiarity with case facts is lacking. Comments are directed to professor only and not to the class and mainly restate case information, offering no ground upon which others may advance the class discussion. Arguments are not sound and poorly communicated to the class. [Consistent pattern of X marks = 70 points or less (e.g., if you attend only half the classes and say nothing, you may receive only 40 points).]

No mark: Student did not attend class. [Consistent pattern of no marks = 0 points.]

Points for class participation will be based on the semester-long pattern of participation marks earned and weighted by 20% when determining total points for the course. Also, please note:

- Participation points can only be earned during class. Interactions with the instructor outside of class, will not earn or cause you to lose participation points.
- While note writing during class is encouraged, it will not count as class participation.
- Absences from class will be viewed as detrimental to the class because it deprives others of opportunities to learn of your views, perspectives, and recommendations about a case.

Team Case Essays

Written team case decision essays will be used to accomplish course objectives. Today, the ability to communicate clearly through written arguments about business situations is on par with the ability to make persuasive oral arguments. Indeed, effective writing skills have taken on even greater significance in the Internet and cell phone age. In light of this, team essays will be a required means of honing your ability to develop persuasive writing arguments about marketing strategy decisions. This course requires two team decision essays.

Marketing Simulation

An online marketing simulation game available with the course packet aimed at practicing the implementation of marketing strategies. There will be three class periods in which you must play the simulation.

- Simulation training run to allow familiarization with the game. During this period you will be the sole decision maker in the game.
- Play game as part of an assigned 3-4 person team.
- Final round of individual play during which the highest score you earn will be weighted by 10% and used for grading purposes.

Exams

Two exams will be used to assess your progress in this course. At the start of each exam period you will receive a case study and an exam containing a set of essay and/or problem questions and space for you to write answers to the questions. You will have the entire exam period to read and analyze the case and write answers to the exam questions. Exams will be closed-book and closed-note. Blue exam books are not necessary. The points earned for each exam will be weighted by 22.5%. No makeup exams will be allowed without the instructor's prior approval.

Grading Scale

A: 93 – 100
 A-: 90 – 92.99
 B+: 87 – 89.99
 B: 83 – 86.99
 B-: 80 – 82.99
 C+: 77 – 79.99
 C: 73 – 76.99
 C-: 70 – 72.99
 D+: 67 – 69.99
 D: 63 – 66.99
 D-: 60 – 62.99
 F: 00 – 59.99

All grading will be on a scale of 0-100 points. Letter grades will only be assigned for the final course grade.

Grading is not an exact science. Any cutoff point places some students just a point or two below that line. Being just below a cutoff point is frustrating, but is not a reason to request a grade change or re-grading of an exam or assignment to gain extra points. Scores will not be rounded up. The instructor will grade as fairly and objectively as possible and you will receive the grade you earn. However, he is not responsible for graduation requirements and it is inappropriate for a student to suggest they need a specific grade for this or any other reason.

If, at the completion of the course, no student earns 93 or more total points, a grading curve will be applied to determine letter grades.

UNLV Academic Policies

Public Health Directives

Face coverings are mandatory for all faculty and students in the classroom. Students must follow all active UNLV public health directives while enrolled in this class. UNLV public health directives are found at [Health Requirements for Returning to Campus](https://www.unlv.edu/coronavirus/health-requirements), <https://www.unlv.edu/coronavirus/health-requirements>. Students who do not comply with these directives may be asked to leave the classroom. Refusal to follow the guidelines may result in further disciplinary action according to the [UNLV Student Conduct Code](https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf), https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf, including being administratively withdrawn from the course.

Academic Misconduct

Academic integrity is a legitimate concern for every member of the University community. We all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the source(s). See the [Student Conduct Code](https://www.unlv.edu/studentconduct/student-conduct), <https://www.unlv.edu/studentconduct/student-conduct>.

Auditing a Course

Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

Classroom Conduct

Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn, or of instructors to teach. Use of devices such as cellular phones and pagers, or other potentially disruptive activities are only permitted with the prior explicit consent of the instructor. Students are specifically prohibited to record classes without instructor authorization, including online/remote classes (either audio only, or video and audio). The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative withdrawal of the student from the course.

Since the COVID-19 pandemic forced some instruction to be delivered remotely starting in Spring 2020, numerous students have asked instructors to record their synchronous classes, so

that they can access them at their convenience. Instructors who agree to record their classes (audio only, or video and audio) should inform students in advance. Recorded lectures may not be broadly released to anyone, but made available exclusively to those students enrolled in the class during the particular academic term. Recorded lectures must be stored securely, and are subject to the Nevada System of Higher Education's Records Retention Policy, meaning that the recordings can only be deleted 120 days after the end of class (i.e., after grades are posted). Once this requirement is met, the recordings should be deleted. Class recordings are protected from disclosure, as they are deemed part of an educational record under the Family Educational Rights and Privacy Act (FERPA).

Copyright

The University requires all members of the University Community to familiarize themselves with, and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you, nor assume any responsibility for student or employee violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional [copyright policy information](https://www.unlv.edu/provost/copyright) is available at <https://www.unlv.edu/provost/copyright>.

Disability Resource Center (DRC)

The [UNLV Disability Resource Center](https://www.unlv.edu/drc) (Student Services Complex, SSC-A, Room 143, <https://www.unlv.edu/drc>, telephone 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to a permanent disability, temporary or permanent medical need, or academic support due to pregnancy are encouraged to contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. Students who are already registered with the DRC should request their accommodations online each semester, and make an appointment to discuss their accommodations with their instructors.

Final Examinations

The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The Final Exam schedule is typically available at the start of the semester, and the classroom locations are available approximately one month before the end of the semester. See the [Final Exam Schedule](https://www.unlv.edu/registrar/calendars), <https://www.unlv.edu/registrar/calendars>.

Identity Verification in Online Courses

All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus-Canvas.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the [Student Academic Misconduct Policy](https://www.unlv.edu/studentconduct/misconduct/policy), <https://www.unlv.edu/studentconduct/misconduct/policy>, which states that “acting or attempting to act as a substitute for another, or using or attempting to

use a substitute, in any academic evaluation or assignment” is a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute, and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.

UNLV students enrolled in online courses are also expected to read and adhere to the [Acceptable Use of Computing and Information Technology Resources Policy](https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy), <https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy>, which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus-Canvas or another UNLV-managed platform that requires ACE login credentials for access.

Incomplete Grades

The grade of “I” (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond the student’s control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester. Graduate students receiving “I” grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the period indicated, a grade of “F” will be recorded, and the student’s GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the “I” grade.

Library Resources

Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the [Libraries’ Research Consultation](https://guides.library.unlv.edu/appointments/librarian) website, <https://guides.library.unlv.edu/appointments/librarian>. You can also [ask the library staff](https://ask.library.unlv.edu/) questions via chat and text message at <https://ask.library.unlv.edu/>.

Missed Classwork

Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except for modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Missed Classwork policy, under Registration Policies, on the

[Academic Policies](https://catalog.unlv.edu/content.php?catoid=32&navoid=8271&hl=) webpage,
<https://catalog.unlv.edu/content.php?catoid=32&navoid=8271&hl=>.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student submits official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider, for example, that in courses which offer a “Drop one” option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate’s policy, and an infringement on the student’s right to complete all work for the course.

This policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could be reasonably avoided. There should be a good faith effort by both the instructor and the student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed to the Department Chair/School Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to academic recruitment activities, competitive intercollegiate athletics, fine arts activities, liberal arts competitions, science and engineering competitions, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

Rebelmail

Rebelmail is UNLV’s official email system for students and by University policy, instructors and staff should only send emails to students’ Rebelmail accounts. Rebelmail is one of the primary ways in which students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Sending emails within WebCampus-Canvas is also acceptable.

Tutoring and Coaching

The Academic Success Center (ASC), at the Claude I. Howard Building, provides tutoring, academic success coaching, and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, please visit the [ASC website](https://www.unlv.edu/asc), <https://www.unlv.edu/asc>, or call 702-895-3177. The ASC is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library, and on the second floor of the College of Engineering building (TBE A 207).

UNLV Writing Center

One-on-one or small group assistance with writing is available free of charge to UNLV students at the [Writing Center](https://writingcenter.unlv.edu/), <https://writingcenter.unlv.edu/>, located in the Central Desert Complex, Building 3, Room 301 (CDC 3–301). Walk-in consultations are sometimes available, but students with appointments receive priority assistance. Students may make appointments in person or by calling the Center, telephone 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.

Diversity Statement

As an institution of higher learning, UNLV represents a rich diversity of human beings among its faculty, staff, and students, and is committed to aspiring to maintain a Campus environment that values that diversity. Accordingly, the University supports understanding and appreciation of all members of its community, regardless of race, sex, age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, gender, gender identity, marital status, pregnancy, genetic information, veteran status, or political affiliation. Please see [University Statements and Compliance](https://www.unlv.edu/about/statements-compliance), <https://www.unlv.edu/about/statements-compliance>.

A successful learning experience requires mutual respect and trust between the students and the instructor. Accordingly, the instructor asks that students be willing to listen to one another's points of view, acknowledging that there may be disagreements, keep discussion and comments on topic, and use first person, positive language when expressing their perspectives.