

# Course Syllabus

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MBA 758

Strategies and Tactics of Pricing

## MBA 758: Strategies and Tactics of Pricing

### Course Information

*This course is offered collaboratively through the UW MBA Consortium. Campus specific course information is listed below:*

UW-Eau Claire: MBA 758: Strategies and Tactics of Pricing

UW-Oshkosh: MBA 774

UW-LaCrosse: BUS 700

**Credit Hours:** 2.0

**Course Term:** Summer 2023

**Delivery Mode:** Online

**Course Dates:** July 10, 2023 – August 27, 2023

### Instructor Information

**Name:** David Duncombe

**Home Campus:** UW-Oshkosh

**Phone:**

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### Course Description

This course presents key pricing concepts and a framework for making pricing decisions. While prices appear as quantitative ‘numbers,’ pricing decisions are set by addressing key qualitative issues, and then numbers flow from these issues. For example, prices must be reasonable given competitor options, prices must be affordable and reasonable for customers, and prices must support company strategy and profit goals. The book and Pricing Perspectives Framework present issues to consider so prices can be

set to meet conceptual objectives and to avoid pitfalls. This course is 'somewhat' numbers oriented. Some of the work involves basic math, up to some algebra, but nothing fancy.

## Learning Outcomes

This course will build your proficiency in several areas, including your ability to:

1. Use both conceptual analysis and numeric analysis when discussing pricing.
2. Identify strategic issues that should motivate pricing decisions, and how prices should be adjusted to reflect strategy issues.
3. Recognize various pricing tactical options, and understand some of the purposes, strengths, and limits of these options (e.g., rental prices, bundled prices, couponing, etc.).
4. Understand how costs should be considered in pricing decisions, and be able to make some profit projections based on costs and prices.
5. Use the Pricing Perspectives Framework (PPF) to develop a series of price ranges that align with strategic and contextual realities, and then use these ranges to make ultimate pricing recommendations.
6. Recommend why and how pricing should change across different settings (e.g., across different market segments, when considering pricing for new products versus mature products, or when considering pricing for different competitive landscapes).
7. Discuss pricing with buyers, including when to discuss price and how to anticipate price concerns and reactions across different types of buyers (B2B buyers and consumer buyers).
8. Identify some price-negotiation tactics used in practice, and whether/how to react to these negotiation tactics when working with buyers.
9. Apply pricing concepts and tactics to arenas that have pricing aspects, but where we don't always think of using 'pricing' methods to approach decisions (e.g., when negotiating a raise in your company or making family decisions that involve sacrifices).
10. Avoid pricing risks by recognizing pricing legal concerns and why they sometimes have ambiguities.

## Required Course Materials

### Textbook

**Title** The Strategy and Tactics of Pricing: A Guide to Growing More Profitably (6th edition, 2018)

**Authors:** Nagle.

**ISBN:** 978-1138737501

This book covers a wide array of pricing issues, and is revised periodically to include some current examples and applications. Note that this course is based on the 6th edition and if you opt to use a different edition of this book the page numbers referenced in the cases may not be correct for your edition of the textbook.

**\*\*Please note that this ISBN may differ from what appears on the UWEC bookstore website. If ordering from a source other than the UWEC bookstore, be sure to use the ISBN provided here to ensure you get the correct text.\*\***

[Click here to learn more about ordering textbooks](#) 

([https://www.wisconsinonlinemba.org/order\\_textbooks.phtml](https://www.wisconsinonlinemba.org/order_textbooks.phtml)). Contact [mba@uwec.edu](mailto:mba@uwec.edu) (<mailto:mba@uwec.edu>) with any textbook-related concerns.

## Additional Readings

**Commentary.** At the start of each week please review commentary; these are notes I've developed to guide you through some key topics. Commentary notes provide ideas based on my experience, things I've learned from practitioners, and from academic books/articles. During weeks 1-4, commentary notes include the Pricing Perspectives Framework, which you'll use in some of the assignments.


**Online Canvas posts.** Class members will contribute to discussion posts; please review the ideas posted from your classmates. Also please read my posts to our [Announcements](#) (<https://uws.instructure.com/courses/578503/announcements>) area.

## Technology Requirements

Access to a computer and high-speed Internet connection that is capable of accessing Canvas is a requirement of this course.

Please review the minimum technology requirements and recommendations in the **Online Course Resources** link in the left-hand Course Navigation menu. To set yourself up for success, pay special attention to the sections on *Your Responsibilities*, *Strategies for Success*, *Tech Tips*, and *Tech Support*.

## Software

No unusual software is used in this course. Some assignments will involve reporting of basic calculations. Please use Excel for this work (or something similar) so you can copy/paste presentable tables into a report. Advanced functions in Excel are not needed, so PC and Mac platforms should both be fine. [All students in the UW MBA Consortium can download Office 365 programs to their personal devices.](#)  (<https://www.uwec.edu/kb/article/office-365-downloading-office-365-software/>)

## Course Topical Outline

The course is organized in the following units:

- Week 1: Pricing Introduction
- Week 2: Pricing Strategy & Structure
- Week 3: Price Setting and Policies
- Week 4: Pricing Perspectives Framework (PPF)

- Week 5: Dynamic Pricing and Pricing Capabilities
- Week 6: Negotiating and Financial Analysis
- Week 7: Other Pricing Applications and Considerations

## Weekly Schedule

**Calendar.** This file indicates when to have readings completed, plus lists due dates for deliverables. Please review this calendar at the start of the course, and then weekly or as needed so you don't miss anything.

## Expectations

**Canvas Mechanics.** Class members are expected to access the Canvas course-site a few times per week. Please review [Discussions \(https://uws.instructure.com/courses/578503/discussion\\_topics\)](https://uws.instructure.com/courses/578503/discussion_topics) for updates and posts from other class members. When posting comments to Canvas, please be succinct and view quality as more important than quantity. After uploading files to Canvas, please check files to make sure you uploaded the right file, and that it can open (occasionally the wrong file is uploaded or gets corrupted; so please check your upload). For tips see, [Student Responsibilities in an Online Class](https://www.uwidocs.org/2018/09/04/student-responsibilities-in-an-online-class/) [↗ \(https://www.uwidocs.org/2018/09/04/student-responsibilities-in-an-online-class/\)](https://www.uwidocs.org/2018/09/04/student-responsibilities-in-an-online-class/).

**Asking Questions.** When you have general questions, please post them to our [? Ask the Class/Raise your Hand \(https://uws.instructure.com/courses/578503/discussion\\_topics/4330779\)](https://uws.instructure.com/courses/578503/discussion_topics/4330779) discussion area in Canvas so others can see the questions/answers. These might be questions related to the Group Discussions, chapters from the book, general questions about applying material in practice, etc. For questions you don't want shared among others, please pose them to me via email or phone.

**Expectations of Professor.** Here's what you can expect from me. I'll develop course materials as needed, keep Canvas content organized, review class member discussion posts and respond if/as warranted, answer questions raised by class members, stay on top of grading and provide commentary notes plus [Announcements \(https://uws.instructure.com/courses/578503/announcements\)](https://uws.instructure.com/courses/578503/announcements).

## Assignments and Activities

See the calendar for assignment due dates, organized by week. Graded work involves four types of assignments:

1. **Group Discussions.** We have six discussion questions; one per week except during the holiday week. These are mini-cases that involve some conceptual and numerical analysis. The analysis will be fairly narrow in focus, so staying "on track" should be easy. To see which group you're in, click [People \(https://uws.instructure.com/courses/578503/users\)](https://uws.instructure.com/courses/578503/users) on the left navigation bar and then on "Group Topics". Click on the group numbers to find yours. Each group has the same discussion question. Post initial ideas individually by the due date listed in the calendar. Then work with your group to discuss and develop a group response and submit it to the corresponding assignment by

the date indicated in the calendar. See the [Discussions Rubric](#)

(<https://uws.instructure.com/courses/578503/pages/discussion-rubric>) for formatting requirements and grading criteria.

- Cases.** You will complete three cases. Each case is designed to be completed over a two-week interval. Cases are a bit more "open ended" than Group Discussions, and you'll have some leeway in determining what type of analysis to pursue. You'll be assigned to two- or three-person teams. Cases are available in the content area and team assignments can be found in the [People](#) (<https://uws.instructure.com/courses/578503/users>) area under "Case Groups". Cases are due by date indicated on the calendar at the end of weeks 2, 4, and 6. I suggest you use the full two weeks for each case. During the first week you can review the case and use your case's group discussion area to post your initial ideas and confer with your partner on a plan-of-attack. One team member must submit the completed case to the corresponding assignment. See the [Case Rubric](#) (<https://uws.instructure.com/courses/578503/pages/case-rubric>) for formatting requirements and grading criteria.
- Project.** We have one project. This is very "open ended" and you'll have a lot of leeway in selecting issues and analyses to conduct. Complete this individually or in 2-person groups and the project is due in 3 phases. The project and deliverables are described in the [Project](#) (<https://uws.instructure.com/courses/578503/pages/pricing-project>) file located in the content area in the General Information module. Submissions are due by the date indicated on the calendar at the end of weeks 3, 5, and 7.

## Other Notes on Assignments

**Free-Riders.** I don't anticipate 'free-rider' problems on group work, but here's a starting plan for dealing with these instances if they occur. For Group Discussions, groups stay intact across the seven weeks unless group members ask for a change. If someone is not pulling their weight, then let me know that you want a change made. I will step in, confer with group members and make changes if warranted. For Cases, if your partner is not performing, then confer with me as quickly as possible. I will ask for some clarification from both people to see what's going on. If someone is not reasonably contributing, then scores may differ across partners. For the project, if you work with a group and someone is not pulling their weight, then let me know and I will step in similarly to how I would work with problems that occur in Group Discussions.

**Weekly Pattern.** Notice that you have a pattern of deliverables that is roughly the same every week. I hope this pattern helps you remember the deliverables. **Individual posts are typically due on Tuesdays** as indicated in the calendar. **Sunday submissions include the discussion group posting and then either a case** (weeks 2, 4, and 6) **or part of your project** (weeks 3, 5, and 7).

**Academic Honesty.** Only claim credit for work you completed, or work completed by someone in your group. You can use other ideas; just attribute credit to those ideas accurately. If you claim credit for work you did not do, or if you attribute credit to someone in your group that was not involved, then you are

violating academic honesty and your course grade may be set to 'F' (plus the Consortium may pursue additional actions that impact your standing in the program). Please just avoid problems.

## Late Work Policy

Late posts to discussion areas will typically be scored as zero because little value is provided to class-member colleagues by these posts. Late cases and projects risk receiving a score of zero, but sometimes I'll score late submissions so the highest possible score is just below the lowest score received across assignments submitted on time (thus, if you submit 'on time' then nobody can submit late and get a higher score than your score). Let me know if you have an unusual situation where things got completely out of your control; I'll be somewhat flexible in these situations. Frankly, to avoid problems please just submit on time, and contact me proactively if you run into difficulties.

## Grading

Graded course components include:

Course Point Totals

Course Component	Who Does the Work	Points
<b>6 Discussions:</b> 5 points each based on one assigned discussion each week.	Individual contributions, and then one group summary uploaded to the group Dropbox. Scores are based on individual contributions and the group summary. Scores may vary across group members.	30
<b>3 Cases:</b> 15 points each and due at the end of weeks 2, 4, and 6.	Three person teams. For each case, choose one team member to upload the completed case to the Dropbox.	45
<b>1 Project:</b> Checkpoint deliverables due at the end of	Individual or partners (your choice)	45

weeks 3 and 5, and final project due at end of week 7.		
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At the end of the semester the total points will be converted to a percent raw score (out of 67) and then compared to the table below:

Final Letter Grades Scale




Percent	UWEC/Consortium	Oshkosh	Parkside	GPA
93.33	A	A	A	4.0
90	A-	A-	A-	3.67
90				3.5
86.67	B+	B+	B+	3.33
83.33	B	B	B	3.0
80	B-	B-	B-	2.67
80				2.5
76.67	C+	C+	C+	2.33
73.33	C	C	C	2.0
70	C-		C-	1.67
66.67	D+			1.33
63.33	D			1.0
60	D-			0.67
<60	F	F	F	0.0

Based on the table above, each class member's *preliminary* letter grade is determined by finding the row that specifies the number of points a class member has scored, and the column where the class member is domiciled. For example, a score of 91.3 would equate to an A- or AB. **Rounding will not be applied;** for example a score of 89.9 will equate to a score of B+ or B, whereas a score of 90.1 will equate to a score of A- or A. After preliminary letter grades are determined, a mean GPA will be calculated, based on GPAs found in the rightmost column of the table above. If the mean GPA is lower than a 3.5, and if the overall class performance seems reasonable, then a curve may be applied by multiplying raw scores by a constant, and increasing this constant potentially until the mean GPA reaches 3.5. One caveat to the curve is that each school specifies a performance level that results in retaking the course. Curving of raw scores below those levels is not automatic and will be done on a case-by-case basis.

## Consortium's Excused Absence Policy

An absence will be considered excused or authorized according to the following institutional policies:

1. The student's home campus policy on excused absences will apply.

- [UW – Oshkosh](https://www.uwosh.edu/registrar/policies/attendance-policy)  (<https://www.uwosh.edu/registrar/policies/attendance-policy>)
  - [UW – Parkside](https://www.uwp.edu/learn/academiccatalog/2017-2019/policies.cfm)  (<https://www.uwp.edu/learn/academiccatalog/2017-2019/policies.cfm>)
2. UW MBA Consortium students will follow the [UW – Eau Claire Authorized Absence Policy](https://www.uwec.edu/kb/article/class-attendance-and-authorized-absence-policies/#authorized-absences).  (<https://www.uwec.edu/kb/article/class-attendance-and-authorized-absence-policies/#authorized-absences>)

If your absence falls into the excused absence category, please contact me as soon as possible. I may request that you provide documentation, and I may need time to make alternative assessments available to you.

## Academic Conduct


To foster a productive learning environment, all students are required to accept and adhere to the Student Code of Conduct agreement in order to participate in this course.

## Academic Integrity Policy

Integrity is an important component of students' academic experience. The academic evaluation a student receives for a course becomes a permanent University student record and it is critical such records be accurate and consistent. In addition, the integrity students learn and exhibit at the University will be the model for the professional integrity they practice when they complete their academic work. The University believes unquestionable character and integrity are essential for successful careers. Whatever role you may play in an organization, be it publicly or privately owned, you will occupy a position of trust. High ethical standards, therefore, are not only necessary but are fundamentally part of all the University represents when it grants a degree.

All class materials are the intellectual property of the instructor and may not be shared outside of this course (e.g., to commercial "study sites") without my permission.

Unless I specify otherwise, all work that you turn in to me should be an individual effort. The sentence structure, wording, and content for your assignments and discussions must be your original work. Academically dishonest behaviors include (but may not be limited to) the following:

- Intentionally or unintentionally presenting someone else's ideas or words as your own, either as a direct quote or paraphrased or summarized material, without the proper citation. All quotes and direct references must include citations. Remember to use APA format for citations. See the [OWL website from Purdue](http://owl.english.purdue.edu/owl/resource/560/01/)  (<http://owl.english.purdue.edu/owl/resource/560/01/>) for APA citation guidelines.
- Submitting work that is identical to or so similar to that of another's in its wording, sentence structure, and content that it cannot be considered original.
- Plagiarizing yourself by submitting work for evaluation in this course that was previously graded or otherwise evaluated in another course. You can cite your previous work. If you want to use your previous work, contact me first.
- Making up data or citations.






- Consulting resources to complete a graded course assessment other than those allowed in the assessment directions. If you are unsure what is considered as an authorized resource, consult with your instructor.
- Helping someone else engage in academically dishonest behavior, including posting course materials online.
- Violating copyright laws. In some cases, citing a source is not sufficient; you also have to obtain permission from the original source for the materials you use. Likewise, if you use any materials from this course outside this course, you may need permission to use them (e.g., in your company's training manuals, publications, or style guides).

Any investigation into any form of academic misconduct will result in a report to the dean of students and in student academic disciplinary sanctions as established by the UW System Board of Regents ([UWS Chapter 14](https://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf) [↗](https://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf) ([https://docs.legis.wisconsin.gov/code/admin\\_code/uws/14.pdf](https://docs.legis.wisconsin.gov/code/admin_code/uws/14.pdf))). Disciplinary procedures from the student's home campus dictate the disciplinary action against students who engage in academic misconduct.

## Accommodations for Students with Disabilities

In order to ensure that all of our students have equitable access to our online course materials, we strive to meet the guidelines set by Section 508 of the Rehabilitation Act, which requires the public to provide reasonable accommodations to individuals with disabilities when posting web-based materials. Canvas is [compliant with W3C's Web Accessibility Initiative](https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas) [↗](https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas) (<https://community.canvaslms.com/docs/DOC-2061-accessibility-within-canvas>) and with [Section 508](https://www.section508.gov/) [↗](https://www.section508.gov/) (<https://www.section508.gov/>) guidelines. Additionally, Canvas was certified as a [substantially conformant LMS](https://webaim.org/services/certification/canvas) [↗](https://webaim.org/services/certification/canvas) (<https://webaim.org/services/certification/canvas>) by WebAIM, a third-party authority in web accessibility. If you find that course materials are not posted in a format that meets your needs, or you need testing accommodations, please contact Online Course Support at [BIZHelp@uwec.edu](mailto:bizhelp@uwec.edu) (<mailto:bizhelp@uwec.edu>) and we will work with you to find a reasonable accommodation.

## Course Summary:

Date	Details	Due
Mon Jul 10, 2023	 <a href="https://uws.instructure.com/calendar?event_id=1421291&amp;include_contexts=course_578503">Complete the Code of Conduct</a> <a href="https://uws.instructure.com/calendar?event_id=1421291&amp;include_contexts=course_578503">https://uws.instructure.com/calendar?event_id=1421291&amp;include_contexts=course_578503</a>	12am
Tue Jul 11, 2023	 <a href="#">Introductions</a>	to do: 11:59pm
	 <a href="#">Week 1 Group Discussion: Vblock Anti-nausea Drug</a>	to do: 11:59pm

Date	Details	Due
	 <a href="#">Week 1 Overview &amp; Commentary</a>	to do: 11:59pm
Sun Jul 16, 2023	 <a href="#">Week 1 Group Response: Vblock Anti-nausea Drug</a> ( <a href="https://uws.instructure.com/courses/578503/assignments/6000014">https://uws.instructure.com/courses/578503/assignments/6000014</a> )	due by 11:59pm
Mon Jul 17, 2023	 <a href="#">Week 2 Overview &amp; Commentary</a>	to do: 11:59pm
Tue Jul 18, 2023	 <a href="#">Week 2 Group Discussion: Lakeshore Containers, Part 1</a>	to do: 11:59pm
Sun Jul 23, 2023	 <a href="#">Case 1: Creative Castle</a> ( <a href="https://uws.instructure.com/courses/578503/assignments/6000007">https://uws.instructure.com/courses/578503/assignments/6000007</a> )	due by 11:59pm
	 <a href="#">Week 2 Group Response: Lakeshore Containers, Part 1</a> ( <a href="https://uws.instructure.com/courses/578503/assignments/6000015">https://uws.instructure.com/courses/578503/assignments/6000015</a> )	due by 11:59pm
Mon Jul 24, 2023	 <a href="#">Week 3 Overview &amp; Commentary</a>	to do: 11:59pm
Mon Jul 31, 2023	 <a href="#">Week 4 Overview &amp; Commentary</a>	to do: 11:59pm
Tue Aug 1, 2023	 <a href="#">Pricing Project: Phase 1</a> ( <a href="https://uws.instructure.com/courses/578503/assignments/6000011">https://uws.instructure.com/courses/578503/assignments/6000011</a> )	due by 11:59pm
Wed Aug 2, 2023	 <a href="#">Week 4 Group Discussion: Run-in-Place Fans</a>	to do: 11:59pm
Fri Aug 4, 2023	 <a href="#">Midterm Course Evaluation</a>	to do: 11:59pm
Sun Aug 6, 2023	 <a href="#">Case 2: Mansfield Industries</a> ( <a href="https://uws.instructure.com/courses/578503/assignments/6000008">https://uws.instructure.com/courses/578503/assignments/6000008</a> )	due by 11:59pm
	 <a href="#">Week 4 Group Response: Run-in-Place Fans</a> ( <a href="https://uws.instructure.com/courses/578503/assignments/6000016">https://uws.instructure.com/courses/578503/assignments/6000016</a> )	due by 11:59pm

Date	Details	Due
Mon Aug 7, 2023	 <a href="#">Week 5 Overview &amp; Commentary</a>	to do: 11:59pm
Tue Aug 8, 2023	 <a href="#">Week 5 Group Discussion: Express Floral</a>	to do: 11:59pm
Sun Aug 13, 2023	 <a href="#">Pricing Project: Phase 2</a> <a href="https://uws.instructure.com/courses/578503/assignments/6000012">https://uws.instructure.com/courses/578503/assignments/6000012</a>	due by 11:59pm
	 <a href="#">Week 5 Group Response: Express Floral</a> <a href="https://uws.instructure.com/courses/578503/assignments/6000017">https://uws.instructure.com/courses/578503/assignments/6000017</a>	due by 11:59pm
Mon Aug 14, 2023	 <a href="#">Week 6 Overview &amp; Commentary</a>	to do: 11:59pm
Tue Aug 15, 2023	 <a href="#">Week 6 Group Discussion: Lakeshore Containers, Part 2</a>	to do: 11:59pm
Sun Aug 20, 2023	 <a href="#">Case 3: Hassle Free Homes</a> <a href="https://uws.instructure.com/courses/578503/assignments/6000009">https://uws.instructure.com/courses/578503/assignments/6000009</a>	due by 11:59pm
	 <a href="#">Week 6 Group Response: Lakeshore Containers, Part 2</a> <a href="https://uws.instructure.com/courses/578503/assignments/6000018">https://uws.instructure.com/courses/578503/assignments/6000018</a>	due by 11:59pm
Mon Aug 21, 2023	 <a href="#">Week 7 Overview &amp; Commentary</a>	to do: 11:59pm
Tue Aug 22, 2023	 <a href="#">Week 7 Group Discussion: Blake Industries</a>	to do: 11:59pm
Fri Aug 25, 2023	 <a href="#">Week 7 Group Response: Blake Industries</a> <a href="https://uws.instructure.com/courses/578503/assignments/6000019">https://uws.instructure.com/courses/578503/assignments/6000019</a>	due by 11:59pm
Sun Aug 27, 2023	 <a href="#">Pricing Project: Phase 3</a> <a href="https://uws.instructure.com/courses/578503/assignments/6000013">https://uws.instructure.com/courses/578503/assignments/6000013</a>	due by 11:59pm
	 <a href="#">Final Course Evaluation</a>	to do: 11:59pm

Date

Details

Due

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[Final Letter Grade](#)

<https://uws.instructure.com/courses/578503/assignments/6000010>

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