

**Trinity Business School**

**Exploring Contemporary Marketing Management Challenges**

**2022/23 MT**

**MODULE CODE:** BUU33700

**MODULE NAME: Exploring Contemporary Marketing Management**

**Challenges**

**ECTS:** 5 ECTS

**Lecturer:**  **Professor Mairead Brady**

**E-mail:** Mairead.Brady@tcd.ie

**Teaching Assistant:**  **Denni Cawley**

**Email:** Cawleyc1@tcd.ie

**Office Hours: Room 402 during term time.**

**Tuesdays 15.00 to 16.00 (weeks 1-6 and 8-12).** Please arrange a time slot via email.

**Prerequisite:** BUU22520 Senior Freshman - Principles of Marketing (5ECTs) or similar for Erasmus/visiting students

**SS Prerequisite:** BU33700 and BU3710 Consumer Behaviour are both prerequisites for BUU44551 Advances in Marketing Theory and Practice and BUU44552 Digital Marketing

**MODULE DESCRIPTION**

This 5 ECTs module is designed to inspire students through an appreciation of the theories/concepts/challenges within marketing management today. It is critical that marketers today can manage and reimagine the future aligned with the changing needs of customers and the planet. It is the aim of this module to expand on the student’s knowledge of marketing theories and practices to develop their marketing management skills, to operationalize marketing within the current realities. Within this module, students will learn to critically evaluate and integrate a diversity of marketing theories, techniques, tools, and technologies, and be able to recognize and/or apply them in practice.

**LEARNING AND TEACHING APPROACH**

The main learning strategies used are face-to-face lectures and tutorials with an assessment for and as learning orientation, which involves experiential and active learning and learning by doing throughout the module. There will also be guest lecturers, case studies, podcasts etc. The ongoing assessment is embedded as core to the learning outcomes, allowing students the opportunity to put into practice the skills and knowledge acquired. Students will produce an innovative and dynamic real-world application of theory to practice.

This year, we will focus on the broad areas of digital transformation and artificial intelligence, and specially align them in the brand, global supply network and services arenas.

**MODULE-LEVEL LEARNING OUTCOMES**

Having successfully completed this module, the student should be able to:

1. Define, understand, critically evaluate and apply key marketing theories, concepts, frameworks and the holistic marketing philosophy.
2. Demonstrate an understanding of contemporary marketing management and marketing leadership issues and challenges.
3. Demonstrate a criticality of engagement with marketing specific digital transformation challenges with a particular emphasis on AI and strategic marketing management.
4. Critic the challenges of decision making in marketing and the concept of data driven decision making.
5. Illustrate and suggest changes to global supply networks and service provision taking an AI and/or digital perspective(s).
6. Show excellence in management, communication and written skills through the vehicle of a team assignment, peer-to-peer presentations and an individual written assignment.

**RELATION TO DEGREE**

1. The student will understand and manage Marketing as a core function, and an internal philosophy responsible for delivering both satisfied customers and organization profitability.
2. The emphasis is on developing an ability to critically consider, combine and apply appropriate marketing management theories, tools, techniques and technologies in practice.
3. The students will be able to critic aspects of marketing theory and application and become aware of the challenges of hyper-complex environments driven by ever-changing technological, climate, health and societal issues.

**WORKLOAD**

This module carries 5 ECTS credits, amounting to about 125 hours in total workload. This includes time spent preparing for and attending lectures and tutorials, studying the texts chapters and academic readings, working in groups for the continuous assessment, and preparing for the individual assessment.

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| ***Workload Expectations*** | ***Indicative Number of Hours*** |
| *Preparation for weekly classes and tutorials* | *34* |
| *Attendance at class and tutorials* | *28* |
| *Post session. Development of the within class material through working with it and the articles and chapters in preparation for including all three in the assignments.* | *28* |
| *Individual assignment* | *20* |
| *Group assignment and meetings.* | *15* |
| ***Total*** | ***125*** |

**LECTURE and Tutorial Delivery**

Lectures are delivered in person and are designed to invite students to think about the subject material from a variety of perspectives and through practical examples moving beyond what is provided through the content, academic articles, and text chapters. It works best if the students complete the assigned readings for each week and bring company examples to class so that lectures are ‘participatory’, in the sense that the opinion of students is sought directly and consistently throughout the term designed.

As the lectures and tutorials are designed as interactive engagement to promote learning through class sharing and co-creation no recordings are available.

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| Day | Time |  | Room | Lecturer |
| Tuesday | **11:00** | **11:50** | **B101/102** | **Prof Mairead Brady** |
| Thursday | **11:00** | **11:50** | **B132** | **Prof Mairead Brady** |

**Tutorials** are non-mandatory small group seminars which are highly recommended as they provide a teaching assistant moderated lively discussion among students to support development of the application of the ideas, frameworks to practice and onwards to the student’s assignment issues. They also provide you with the opportunity to ask questions and put forward their views about the topic under discussion and to develop understanding and engagement with the lecture content, academic articles, text chapters and to a higher academic and practical level.

**Tutorial tasks:** These are provided at the end of the lecture each week. Students attending the tutorial must have prepared the assigned task as these are interactive, student-led seminars.

**Tutorial Dates and Times**: Your tutorial time and day are centrally assigned through your Trinity Portal and will appear on your www.MyTCD.ie portal. Students have flexibility to choose whichever tutorial time best suits them, subject to availability No email is needed. Simply attend the one that suits you best and if there is ample space there should be no issues.

**Weekly Schedule Provisional (All allocations through your TCD portal)**

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| Day | Time | Tutorials | Room | Teaching Assistant |
| Monday | 10.00 - 10.50 | Weeks 2, 3, 4, 5, 6, 9, 10 & 11 | RM:231 | Denni Cawley |
| Wednesday | 13.00 - 13.50 | Weeks 2, 3, 4, 5, 6, 9, 10 & 11 | RM:322 | Denni Cawley |
| Friday | 15.00 - 15.50 | Weeks 2, 3, 4, 5, 6. | B132 | Denni Cawley |

**Support for students with disabilities:** To ensure inclusiveness for all students the course material is made available on the Blackboard systems after class - with the appropriate font and sizes. Any Trinity Disability Service further accommodation will be supported, as far as is feasible, and in consultation with the student’s tutor and Trinity Disability Service.

**ERASMUS AND VISITING STUDENTS**

Only Erasmus/Visiting students who have completed an Introductory marketing module (5 ECTS) are eligible to enroll on this module as the content is a development of BU22520 Principles of Marketing which is a prerequisite.

A student list, compiled by the Business School Erasmus/Study Abroad coordinator of the pre-approved Erasmus/Visiting students will be published to Blackboard in Week 1. If your name does not appear on this list stay after class in weeks 1 and 2 for further details or email the lecturer and teaching assistant.

The list will be finalized by Monday of week 3 and all students on that list are considered eligible for the class. No students can join the module after that date.

Students without a relevant prerequisite must take BUU22520 Principles of Marketing.

Students who have the prerequisite can take either BUU22520 or BUU33700 but it is not permitted to take both.

**COURSE COMMUNICATION**

The lecturer and teaching assistant are available to students and any queries can be discussed during or after class time, during office hours or either in person (where possible) or via email at [Mairead.Brady@tcd.ie](mailto:Mairead.Brady@tcd.ie) and TA [Cawleyc1@tcd.ie](mailto:Cawleyc1@tcd.ie). Please email both of us for all enquires.

The Blackboard system will be maintained and the online library link to support students.

***Remember to use your TCD email as emails sent from other addresses often route to spam and are never seen!***

**ASSESSMENTS – Please also consult the assessment guidelines and checklist documents**

**Late submission.** Unless with prior written approval through your tutor no late submissions. Penalties for late submissions are 24 hrs after submission graded out of 80% and out of 50% within a week of submission. Assignments are not accepted after a 7-day period.

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| **Term** | **Assessments** | **Dates and management** | **% Total Marks** |
| **MT** | Group self-selection  Group automatic selection | **Week 1-2**: Before 9.00 on the 22September.  **Week 2**: End of week 2 students not in groups are randomly assigned to support group formation  **Week 3**: Group information posted to Blackboard |  |
| **MT** | Group Assignment:  Virtual Presentations: | **Week 7:** Group assessment due by no later than **10.00 on Thursday 27th October**  **Week 8:** Within class virtual presentations | 30% |
| **MT** | Individual Assignment | **Week 13**: **Due by no later than 14.00 on Monday 5th December 2022** | 70% |

**Group Selection Process:** Groupformation will be supported within class during weeks 1 and 2 with all groups finalized by Tuesday 27of September and the agreed list posted to Blackboard.

Thereare two methods to support students:

1. **Self-selection: Download and complete the excel form from Blackboard and then email the completed** excel to [Mairead.Brady@TCD.ie](mailto:Mairead.Brady@TCD.ie) and [Cawleyc1@tcd.ie](mailto:Cawleyc1@tcd.ie) with the subject line BUU33700 Group excel sheet – name of one student. All groups who send the completed excel form and receive a confirmation email will be included in the self-selection process.
2. **Automatic enrollment**: To help and support group formation students can opt for random selection and this will occur automatically and randomly for all students not in a self-selected group. The is run at the end of week 2/start of week 3. The list will be posted by Week 3 and it is then the student’s responsibility to contact their group members.

**Changing Groups**: Students can move groups once there is agreement with the group members.

**Group issues:** Early and regular group meetings are needed as any group issues must be alerted to Prof Brady by Week 4.

**Group percentage grading** *“All group members will normally be awarded the same mark; however, the module lecturer reserves the right to award different marks to group members based on individual input and using the recorded information on the formal declaration sheet”.*

**Group communication to lecture/TA:** All group related emails to lecturer/TA must be sent to both and must have ALL group members cc’d to avoid individuals communicating separately rather than as a group***.***

**Participation, Pass Requirements and Supplementals**

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| **Participation** | Student preparation and participation within class is a core component of the module and can affect grading. |
| **Pass requirements** | Students should pass both components with an overall grade of 40%. |
| **Supplemental Assessment process** | Students who fail either assignment will have to repeat by an agreed date normally during HT or by no later than the supplemental period in August. Students must contact the lecturer within 3 days of receiving their results to confirm the reassessment criteria. |
| **Feedback** | Formative feedback is available during the module using within class comparison techniques designed to develop the student’s self-regulated and self-directed learning. |

**MANDATORY TEXTBOOK AND STUDY MATERIALS FOR THIS MODULE**

The mandatory textbook is:

Kotler, Philip, Keller, Kevin, Brady, Mairead, Goodman, Malcolm, and Hansen, Torben, (2019) **Marketing Management**, European Edition, 4th Edition, Pearson, London

This text can be purchased at Hodges Figgis on Dawson Street, Dublin 2 or online. It is also available in the library both as hard copy and as an Ebook.

You can also avail of a 35% discount when you purchase from the publishers learning Store. Please email Karen Rowe [karen.rowe@pearson.com](mailto:karen.rowe@pearson.com).

In addition to a number of chapters from the core textbook, a number of mandatory journal articles are provided (see below). It is important that both the chapters and the journal articles are studied prior to and post class as the key concepts and ideas align with the lecture content. Students will also need these resources to be ready to participate in interactive discussions both during the lecture time and in tutorials. Critically they will be needed for your graded assignments as a core requirement is your ability to engage with them and showcase how they can be applied in practice.

These readings are indicative and may be augmented with extra readings and new materials particularly video content, simulations and podcasts.

**MODULE SCHEDULE** including mandatory journal articles and chapters from the textbook

**Week 1: Overview of Contemporary Marketing Management**

Rodriguez-Vila, O., Bharadwaj, S., Morgan, N. A., & Mitra, S. (2020) Is Your Marketing Organization Ready for What’s Next? *Harvard Business Review,* 98(6), 104–113.

**Text:** Chapter 1: *Defining marketing for the new realities* **-** Kotler, Keller, Brady, Goodman & Hansen (2019)

**Week 2: Marketing Management Implementation Challenges**

Forbes (2021) CxO Growth Survey Reveals C-Suite Executives are Optimist about a Recovery Prioritizing Digital Transformation, Customer Experience, Talent and Brand Purpose, Forbes, pages 1-4

Nambisan, S., & Luo, Y., (2022) Think Globally, Innovate Locally, *MIT Sloan Management Review,* Spring, pages 79-84.

**Text**: Chapter 2: *Understanding marketing management within a global context -* Kotler, Keller, Brady, Goodman & Hansen (2019)

**Week 3: Marketing Leadership and Digital Transformation**

Bonnet, D., Westerman, G.(2021)The New Elements of Digital Transformation, *MIT Sloan Management Review*, 62(2), 83-89.

**Text:** Chapter 4: *Managing digital technology in marketing* - Kotler, Keller, Brady, Goodman & Hansen (2019)

**Week 4: Data Driven Decision Making**

Hagiu, A., and Wright, J., (2020) When Data Creates Competitive Advantage, *Harvard Business Review,* Jan-Feb, 94-101

Kiron, D. (2022). AI can change how you measure - and how you manage. *MIT Sloan Management Review*, 63(3), 24-28

**Week 5: Artificial Intelligence and Marketing Strategy**

Iansiti M & Lakhani, K (2020) Competing in the age of AI, *Harvard Business Review*, Jan- Feb, pages 62-67.

**Week 6: Application in Practice**

Case Studies

**Week 7: Study Week (Group Assignment Due)**

**Week 8: Group Presentations and Development of Individual Assignments**

Your opportunity to develop and consider your individual assignment. Arriving to class with a first draft is strongly recommended and will be very helpful.

**Week 9: Global Supply Networks and Digitalization**

Shih, W., (2020) Global Supply Chains in a Post-Pandemic World, *Harvard Business Review*, Sept-Oct, pages 83-89.

**Text:** Chapter 19: *Designing and managing distribution channels and global value networks*, Kotler, Keller, Brady, Goodman & Hansen (2019)

**Week 10: Delivering Service Value: Blurring the Digital and the Human**

Wilson, H.J. & Daugherty, P.R. (2022) ‘Robots Need Us More Than We Need Them’, *Harvard Business Review*, 100(2), 84–95.

**Text:** Chapter 20: *Managing process, people and physical evidence* - Kotler, Keller, Brady, Goodman & Hansen (2019)

**Week 11: Marketing Management into the Future**

Lewis, A (2021) Commentary: The future of Marketing is Agile, *Journal of Marketing*, 85(1), pages 64-67.

**Text:** Chapters 1 & 4: *Defining marketing for the new realities/Managing digital technology in marketing* - Kotler, Keller, Brady, Goodman & Hansen (2019)

**Week 12: – Tuesday 29 November Only - Questions and Answer to support individual assignment.**

**Biographical Note:**

Mairead Brady is an Associate Professor of Marketing and Technology at the Trinity Business School, Trinity College Dublin. She is also Director of Joint Honours directing the undergraduate degrees in Computer Science and Business and in Law and Business. Her research and teaching focuses on contemporary marketing management organizational challenges particularly focusing on the adoption of digital technologies and digital transformation. She is a co-author on the leading Marketing Management (2019) European text. She also developed a Marketing Planning simulation with Pearson Education called My Marketing Experience which is used by universities across Europe and the Middle East. She was co-editor on a special issue of the Journal of Research in Interactive Marketing which focused on the impact of the pandemic on interactive marketing practice (2022) working with colleagues from the UK and the States. She was also co-editor on a book on the ‘The Future of Management Education” Routledge 2022.

She is also profoundly interested in management education and is the chair elect for the Management Education and Development Division (MED) of the American Academy of Management for 2022/2023 which has a membership of over 20,000 academics and practitioners from over 115 countries. A recent symposium which she co-organised won the award for the best Symposium for Global Impact on Management Education at the 2021 Academy of Management Conference. She has also received major funding in the teaching and education arena for research into Academic Adoption of Technology in Assessment and also the use of Comparison Techniques in Higher Education. Her research into Comparison Processes within third level education, working with a team of research at the University of Glasgow and Trinity College, won the Silver Award Winner in the Science of Learning Award Category at the Reimagine Education Conference 2020 and was also a best Professional Development Workshop Award at the AOM.

She has published widely and has 1 textbook, 2 edited books, 7 chapters and more than 100 refereed journal articles and conference paper. Her work has appeared in the Journal of Research in Interactive Marketing, Journal of Business and Industrial Marketing, International Journal of Advertising, Psychology and Marketing, International Journal of Technology Marketing, British Journal of Educational Technology, Services Industries Journal, Journal of Marketing Management, Tourism Review and Management Decision.