

INDIAN INSTITUTE OF MANAGEMENT, UDAIPUR

PGP

Business-to-Business Market Management (B2BMM)

20-sessions (each of 90 minutes), 3-credit Elective

PGP Term-IV, Academic Year 2017-2018

**Faculty: D. V. R. Seshadri (Pre-mid-term)
&
Rajesh Pandit (Post-mid-term)**

Version 1, Dated: 2nd March 2017

Timetable: to be fixed

[Subject to minor changes]

A. Course Objectives

1. Develop a good understanding of the concepts and frameworks of business-to-business market management (also referred to as B2B Marketing or business marketing).
2. Develop critical analysis and problem-solving abilities with respect to business market management.
3. Gain a first-hand understanding of working relationships within and between firms in business markets.

B. Course Description

Business-to-Business (B2B) Marketing encompasses those management activities that enable a supplier firm to understand, create, and deliver value to other businesses, governments, and / or institutional customers. This course is designed to provide participants with a good understanding of the concepts of B2B market management.

Target audience for the course

The course is being offered to PGP participants.

Some Important Guidelines

1. The utility of the course to the participant will depend largely on the ability of the participant to closely follow the readings and invest the required time to prepare for the sessions. It is expected that participants will have read the specified material **prior to each session.**

2. The material presented in the prescribed textbook will not be covered through instructor's lectures in the class. **It is expected that all participants will read the specified chapter(s) of the textbook as well as assigned articles BEFORE the session, prior to embarking on case preparation.**

3. **Regularity in attending the sessions, preparing for the sessions before the class and active participation in the learning experience are vital.**

4. **If any participant is likely to miss a class, s/he should take the explicit consent in writing of the instructor, before being absent, at least one day prior to the planned day for being absent. This absenteeism should be only for unavoidable reasons. We expect 100% attendance (much above the institute norms) for the course. If participants cannot attend regularly, we recommend that they do not take this course. The continuity of learning will be lost if the attendance is erratic. If a participant has between 80% to 50% attendance, the grade will drop by one full grade. If a participant has 50% or less attendance, the participant will get a U for the course. No waivers or compassion for review of this policy will be entertained.**

5. **This is a demanding course and only participants seriously desirous of enhancing their knowledge of marketing in general and business market management in particular are advised to take this course.**

6. **We expect the participants to be punctual to the class. Latecomers please excuse!!**

7. **A review of each participant's level of interest, preparation and hard work they are putting into the course will be made from time to time. If any of the participants are not showing significant interest, coming inadequately prepared to the class and are not demonstrating hard work (as perceived by the faculty), they will be asked to drop out of the course. No appeal will be entertained to review the decision of the faculty.**

7. **Good Luck and Wishing you an Enjoyable LEARNING EXPERIENCE!**

C. Pedagogy

The case method will be the primary pedagogy. The faculty will also use Active Learning Methodology (ALM) to the extent possible.

D. Evaluation

Total	Distribution	
	2000	Weightage (Total: 100%)
Class Participation	200	10%
Quiz 1	600	30%
Quiz 2	600	30%
Group Project	600	30%

1. Class Participation: Case Preparation and Discussion

The first component will be related to regularity in attending the classes, case preparation and discussion as well as general constructive class participation.

Each student must be prepared to thoroughly discuss each case and actively participate in the case discussions in class, based on the assigned case and readings for the day. This demonstrated ability is a significant though not sole determinant of each participant's grade for the class participation. **Prior preparation is a commitment made by each participant to herself/himself and to the class.** Hence anyone in the class may be called upon to contribute insights during the case discussion.

The points awarded for class participation will be based on regularity of attendance to all the classes and meaningful participation in all the case discussions.

The total weight for the case discussion and related class participation will be 200 course points, of the total 2000 points for the course. These will be distributed equally for the pre-mid-term and post-mid-term conduct of the course.

2. Quizzes

An important component of the evaluation will be quizzes. There will be two quizzes during the course, each of which will carry equal weight of 600 points.

They could essentially consist of short questions, which will require brief answers or a take home quiz. The questions will be drawn from the chapters of the prescribed textbook, various cases and concepts discussed in the class and the articles in the course pack. Alternately/Additionally the quizzes could be analysis of management case(s). The quizzes seek to assess each participant's learning and mastery of important concepts covered in the course. Duration of the quizzes may be about 60 to 90 minutes if it is in-class. Else if it is take home quiz, the time given may be 3 days or more.

NO MAKE-UP QUIZZES WILL BE ADMINISTERED under any circumstances. The quizzes will be pre-announced.

Please note that mastery of all of the course material is essential to do well in the quizzes.

3. Group project

There will be one project (Group), which will carry 600 points. The details of the project will be given during week-1 of the course. Groups of no more than three participants will be formed. If it is not possible to form a group of three, the group size will be two.

The manner in which the project will be assessed is given as an annexure to this document. No negotiation on deadline for submission or group size please! No negotiation on increasing the group size beyond three members will be entertained.

Groups will be self-formed by participants.

The submission of the project will not exceed 20 pages and additionally, a few pages for a reasonable number of exhibits as annexures. The project due date is given later in this document (soon after the session plan).

Each project will be based on the approval by the post-mid-term faculty, based on a 3-page proposal that the participants will submit to him via soft copy, within a week after completion of the tenth session of the course.

All soft copies of submissions relating to the project (both project proposal and project report) **will be made to: rajesh.pandit@gmail.com .**

No hard copy submissions please.

Final Grades for the course:

Your final grades will depend on consistent and superior performance in the class against the above components. The final grades will also be relative graded to adhere to the norms of PGP Office regarding distribution of grades.

IMPORTANT

Each participant is required to bring to every class his / her name board that will be conspicuously displayed for the instructor to clearly see. Please do not bother to attend the class without your respective name boards. Also make sure you bring the relevant course material for each class.

4. Text book for the course and other course material

Text: James C. Anderson, James A. Narus, Das Narayandas and DVR Seshadri, Business Market Management: Understanding, Creating and Delivering Value, 3rd Edition, Pearson Education, Low Price Edition, 2011. You may obtain your personal copy of the book from PGP Office during the first week of the term.

Cases and other course material: You may obtain a pack containing the cases and other course material from PGP Office during the first week of the term.

5. Session Plan

Session # Week # Day Date	Topic(s) / Concept(s)	Chapter # in course textbook (Primary textbook)	Case Name	Remarks
1.	Introduction and Course Overview Business Market Management: Guiding Principles Introduction: Customer Value Management Caselet # 1: Automobile Fleet Marketing	1	-	-
2.	Market Sensing Caselet # 2: Zeus Laser Technologies	2	-	-
3.	Market Sensing	2	Case # 1: Kunst 1600	-
4.	Market Sensing Really Understanding Value in Business Markets Building Customer Value Models Understanding Firms as Customers	2 3	Case # 2: Kunst-3500 (Which will be handed over after Session 4).	
5.	Understanding Firms as Customers Caselet # 3: Purchasing a Computer Component	3	Case # 3: Bose Corporation: The JIT II Program (A)	
6.	Crafting Market Strategy Managing Market Offerings Caselet # 4: What's on your Business' Menu?	4 5	Case # 4: Microsoft	-
7.	Crafting Marketing Strategy Insight Marketing	2, 4	Case # 5: Philips: Lighting up Eden Gardens Articles: ‘Marketing “Value” to Price- Sensitive Customers during	-

Session # Week # Day Date	Topic(s) / Concept(s)	Chapter # in course textbook (Primary textbook)	Case Name	Remarks
			the Tendering process' End of Solution Selling	
8.	Managing Market Offerings Overcoming commodity trap	-	Case # 6: Reinventing Marketing at Tata Steel Case # 7: Tata Steel Drive on Institutional Sales	
9.	-do-	-	Case # 8: Retail Business Transformation at Tata Steel	
10.	B2B marketing in the context of the social sector	-	Case # 9: DHAN Collective	Quiz-I will be held after Session 10. Coverage is chapters 1-5 of the text and all material discussed up to end of session 10.
11.	Branding in Business Markets Managing Market Offerings	5	Case # 10: 'Xiameter'	-
12.	New Offerings Realisation Crafting Market Strategy Go-to-market Strategy	6 4	Case #11: Atlantic Computer Co.	-
13.	Gaining Customers Sustaining Customer Relationships	8 10	Case # 12: Infosys	-
14.	The challenge of sustaining market leadership in B2B Markets	4	Case # 13: Husky Injection Mouldings	-
15.	Business Channel Management Sustaining Reseller Partnerships Caselet # 5: Regency Sign Corporation	7 9	-	-

Session # Week # Day Date	Topic(s) / Concept(s)	Chapter # in course textbook (Primary textbook)	Case Name	Remarks
	Caselet # 6: Bachan Distilleries			
16.	Business Channel Management	7	Case # 14:	-
	Sustaining Reseller Partnerships	9	RCI Distribution	
17.	Gaining New Customers	1-6 8	Case # 15: Zyme Solutions	-
18.	Gaining Customers Sustaining Customer Relationships	8 10	Case # 16: CMR Enterprises Articles: Choosing the Right Customer Note on Customer Management	-
19.	Business Channel Management Gaining Customers Sustaining Reseller Partnerships Strengthening Customer Relationships	7 8 9 10	Case # 17: WESCO	-
20.	Managing a portfolio of customers Course Wrap-up Feedback	Capstone case covering the entire course	Case # 18: Zucamor S.A.: Global Competition in Argentina	Quiz-2 will be held after completion of Session # 20. Coverage will be chapters 6-10 of the text and all material covered from sessions 11 to 20.

Note:

Last day for submission of project proposal (3 pages) is within one week of session 10. Due date for submission of project report will be the last day of the course.

No extension of deadline will be entertained under any circumstances. Please do not bother to ask the instructor for any extension in the deadline. Hence please pace your work to meet this deadline.

IIM UDAIPUR
Business to Business Market Management
Basis of evaluating group project

Group No.:

Group Name:

Project Title:

Group Members (Name and Roll Number)

1.

2.

3.

Description (Maximum points for the component)	Actual points obtained
Application of Concepts (100 marks)	
Clarity of Explanation (100 marks)	
Novelty of analysis (100 marks)	
Clarity of presentation (100 marks)	
Interesting Analysis (100 marks)	
Language/Structure (100 marks)	
Total (600 marks)	

Comments

D.V.R. Seshadri

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D.V.R. Seshadri is an Adjunct Faculty at Indian Institute of Management (IIM), Bangalore and at IIM Udaipur. His areas of interest are: Business-to-business Marketing, Corporate Entrepreneurship and Strategy. He holds a B. Tech. (Mechanical Engineering) from IIT, Madras (1978), M.S. (Engineering Sciences) from University of California, San Diego and a Fellow title (Doctorate) from IIM Ahmedabad, with specialization in Production and Quantitative Methods. He had over 15 years of industrial experience prior to joining academics since 2000.

Over the last fifteen years, he has developed a number of case studies and authored a number of research papers in his areas of interest. He has co-authored three books: 'Innovation Management,' with Shlomo Maital published by Sage India; 'Global Risk / Global Opportunity' with Shlomo Maital published by Sage India, and the Indian adaption of the book, 'Business Market Management: Understanding, Creating and Delivering Value', with James Anderson, James Narus and Das Narayandas, published by Pearson Publishing.

He works closely with several companies, providing them training / consulting services in his areas of expertise.

Rajesh Pandit

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Rajesh has been a visiting at IIM Ahmedabad, IIM Shillong, IIM Udaipur and IIM Vizag. His areas of interest include B2B Marketing, Business Relationship Management and Entrepreneurship.

Rajesh has overall experience of close to 23 years. After working in consulting and services industry for 17 years in multiple senior positions in reputed organizations, he has moved into academia wanting to contribute to talent development and enablement space pursuing his personal ambition to transform people. He has been training senior corporate professionals in Sales, Marketing and Customer relationship areas. His ability to combine conceptual knowledge from the academia with vast industry experience has helped him deliver programs successfully at several reputed organizations which include Wipro, Capgemini, IBM, Tata Steel, Tata Motors, Tafe, Aditya Birla group and Provident Housing.

Rajesh's experience spans across pre-sales, key account management, regional delivery leadership, strategic planning and vendor management and customer relationship management with highly reputed global organizations. He has worked extensively with customers both in US and India. He has turned around some of the adversarial relationships for his organizations that required building relationship with the customer as well as creating an organization culture that could create sound customer experience.

Rajesh was a member of multiple incubation teams in the organizations he worked. He is a strategic adviser to couple of entrepreneurial ventures.