

MARKETING MANAGEMENT

MGT 6505 – Full-Time MBA/Evening MBA

Fall 2015

Instructor:

Office:

Phone:

Class:

Office hours:

email:

**Required Course Materials**

###### Strategic Marketing Management by Alexander Chernev (8th Edition – Paperback) ISBN: 978-1-936572-19-9 (Cerebellum Press) or alternative TBD

* Select cases and readings

**Course Overview and Objectives**

This course educates participants on the core elements of the marketing process and discipline, including the study of major types of marketing decisions faced by organizations. The exposure to real case scenarios and the application of frameworks will help students develop the relevant skills for critically analyzing marketing action. Each session of the course will tackle and resolve a decision area in marketing. We will use the classroom sessions to discover marketing generalizations that can be applied to a variety of business situations.

By the end of this course students are expected to:

1. Have a working knowledge of marketing vocabulary, concepts, principles, and activities.
2. Define the strategic role of marketing within organizations.
3. Describe key elements of marketing analysis and decision-making.
4. Apply the marketing management frameworks and methods to marketing issues affecting different types of product or service offerings.

**Pedagogical Style**

The presentation and exposition of marketing concepts will be through a mix of lecture, Socratic dialogue, case exercises, and group learning. The course is supplemented by cases and several readings. The cases and readings provide an opportunity to discuss and apply these concepts in “real world” situations.

## Student Expectations

Please be *present, punctual, prepared*, and *participative* in all class sessions. Attendance is mandatory for all regularly scheduled classes and guest speakers. If you cannot attend a class due to business travel requirements, please send me an email before the start of the class.

Students are expected to be prepared with the assigned readings for each class. You probably know that cases are of little personal value without significant preparation prior to class.

I will “cold call,” so please be ready to present or defend your view point on the assigned reading or the case. Since I frequently call on individuals whose hands are not raised, you should let me know before the class if some emergency has made it impossible for you to be prepared adequately for that class.

A large part of doing business involves work in teams. Today’s managers must not only have superior analytical capabilities, but they should also be effective at getting work done with others. Hence, the format of this course will provide you an opportunity to further develop your team-work skills. In some classroom sessions there will be an attempt to encourage short team activities. In addition, the group project and presentations will augment your learning on this area.

**Grading**

|  |  |
| --- | --- |
| Type of Assignment | % of Grade |
| Individual Assignments (2) | 20% |
| Group Case Write-Ups (2) | 30% |
| Group Project | 20% |
| Final Exam (Individual) | 20% |
| Participation (Individual) | 10% |

**Case Analysis**

In writing your case assume you have been hired as a consultant to make a recommendation to the company. The reader knows the situation and the basics of the company hence there is *no* need to restate the case facts.

The length of the case write-ups should not exceed one single-spaced page (11pt font and 0.8 inch side/top/bottom margins) excluding exhibits. Please do not exceed the page limit or a penalty will apply. (10% drop in assignment grade per additional page provided).

The instructor will provide guiding questions one week before the deadline of each case. While the organization of the paper is up to you, it should cover the following:

* *Diagnosis*: Provide a clear diagnosis of the decision facing the company. Focus on the critical issue.
  + *Provide a simple one line statement of the problem / opportunity.*
  + *Describe why you think the problem/opportunity is taking place. .*
* *Overview of Recommendation*: What is your overall solution to the business problem/opportunity? This approach should address the critical issue identified in your diagnosis.
  + *Provide a one line statement that summarizes your overall approach. Be specific and avoid fluff.**(e.g., they can win by providing superior customer service – what does that mean??? Be specific).*
* *Key Actions*: Identify the main 2 – 3 actions that derive from your recommendation. In essence, a description of the implications of your recommendation on the relevant marketing decisions or areas.
* *Analysis/Justification*: Here you are to supply the rationale for your overall recommendation and the key actions. Comment on both the pros/strengths and the cons/limitations of your recommendations. There are no perfect solutions. They all involve trade-offs, so make sure to mention what they are as part of your justification.

*Important*: You should approach this write-up as if you were sending it to c-level executive. These executives look for the following:

1. Story: Your plan should tell a story. Lay out your story clearly and crisply. Remember, you are writing a report to a c-level executive and not a mystery novel. Senior executives have little patience for ambiguity, so be direct and go straight to the point.
2. Evidence: Be clear on the reasons for your choices (recommendations). Can you support your recommendations with clear logic? data or evidence from the case?
3. Assumptions: Every business makes assumptions. State your assumptions clearly and be sure they are defensible in the context of the case.
4. Consistency: Your strategy and tactics should be tightly woven. A common problem with case analyses is that the strategy is not supported by the tactics.

*Evaluation Criteria:*

I will grade all write-ups using the same evaluation criteria below. Like in real business situations, cases will rarely have a clear “right vs. wrong” answer. Your ability to do well will relate to how effective you are in using the data from the case and the concepts from class to argue for your recommendation.

|  |  |
| --- | --- |
| Organization/Clarity/ Effort | * Cover all relevant discussion areas for the case * Demonstrated application of relevant class concepts or frameworks across the analysis and recommendation * Clear and direct communication * Demonstrated effort in analyzing case, recommendations, and results |
| Introduction/ Diagnosis | * Provides a clear and specific problem definition and explanation for why it is happening. * Problem definition covers all relevant areas of concern to the managers in the case |
| Overview of Recommendation | * Direct and concise set of recommendations * Brief description of the main reasons for the recommendation |
| Key Decisions/ Actions/Implications | * Description of specific decisions and/or actions * Relationship between actions and the general recommendation * Considers all relevant areas of marketing strategy and tactics |
| Discussion/Analysis | * Definition of the relevant stakeholders (competition, collaborators, company) * Description and evidence for the benefits/strengths of the recommendation * Description and evidence for the costs/weaknesses/risks of the recommendation |

**Group Guidelines**

You are free to form your own groups, but they must be 5 people in total.

A few suggestions for effective group dynamics:

1. Clarify the responsibility of each team member for each group assignment
2. Spread the work across the group
3. Plan the project phases and assign timelines (e.g. research phase, recommendation phase, write-up phase, etc…)
4. Appoint a leader for each group project

**Group Marketing Project**

Prepare a marketing plan for a new product launch (TBD)

**Participation**

I will consider the following areas of contribution in determining your participation grade:

* Attendance
* Comments and contribution to the case discussion
* Participation on the class feedback and peer-evaluation surveys

Included in the participation grade is the completion of the attached survey prior to the first day of class:

<https://scheller.qualtrics.com/SE/?SID=SV_06PQ7EH6kJANXSt>

*Peer-Evaluation:*

Part of your participation grade will be based on the peer evaluation from other students in your case/project team. The evaluation will be conducted through the Comprehensive Assessment for Team-Member Effectiveness (CATME) online service. Team members will use a standard online survey to evaluate each other across pre-determined criteria which include:

* Contributing to the team’s work
* Interacting with teammates
* Keeping the team on track
* Expecting quality
* Having relevant knowledge skills and abilities

The peer evaluation will take place on 12/3. The evaluations will cover contribution to group case write-ups and group projects.

**Tentative Course Schedule**

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| --- | --- | --- |
| Session | Tentative Topics | Tentative Readings/Assignments |
| 1 | What is Marketing? Defining Marketing Management | Marketing Myopia reading |
| 2 | Market Segmentation, Targeting & Positioning (Part 1) | Ontela A case |
| 3 | Market Segmentation, Targeting & Positioning (Part 2) | Finding the Right Job for your Product and Ontela B case |
| 4 | STP | Minnesota Micro Motors HBSP Simulation |
| 5 | Introduction to Consumer Behavior | The End of Rational Economics and Mediquip SA |
| 6 | Brand Management | Brands and Brand Equity reading and Black & Decker case |
| 7 | Product Management | Growth Outside the Core reading and Aqualisa Quartz case |
| 8 | Promotion Management | Marketing Communications or Creativity in Advertising – When it Works and When it Doesn’t reading |
| 9 | Promotion Management | HubSpot: Inbound Marketing and Web 2.0 case |
| 10 | Price Management | Principles of Pricing reading |
| 11 | Price Management | Curled Metal Inc. case |
| 12 | Placement Management | Memaksa Steel case |
| 13 | Customer service | Terror at the Taj case |
| 14 | Customer Retention and Life-time value | Esoteric client case |
| 15 | Group Project Presentation |  |