

MARKETING

COURSE MATERIALS

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2012



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CASES

Cases, slices of business life, focus on actual problems and decisions facing a company. Students are challenged to put themselves in the protagonist's place and suggest business strategies, tactics, and solutions.

New Cases

ABICI

The co-founder of an Italian bicycle manufacturer evaluates whether reducing costs through outsourcing would impact its brand. The firm has built a strong reputation for producing high-quality city bicycles with an appealing “retro” look. Despite steady growth, profits have been low and manufacturing costs high and the founder must decide if the “Made in Italy” label justifies the extra cost. *Harvard Business School* #811085

Asian Agri and the Future of Palm Oil

Located in Indonesia, Asian Agri is a well-established producer of Asian palm oil. The company faces strong criticism from environmental groups over the conversion of high-value conservation land into palm oil plantations. The firm must develop a strategy to market palm oil in the face of controversy. *Harvard Business School* #511015

Barceló Hotels and Resorts (A)

Barceló Hotels and Resorts owns and operates 182 hotels in 16 countries. The firm must decide whether to continue creating separate promotional campaigns for its many hotels or switch to a broad, corporate-level promotion plan. A unified strategy presents many challenges since the hotels vary greatly in character, clientele, and location.

Harvard Business School #511108

BBVA Compass: Marketing Resource Allocation

BBVA Compass is the 15th largest commercial bank in the U.S. and part of the BBVA Group of Spain, the second largest bank in Spain. The chief marketing officer must review the marketing performance of the company and decide how to allocate next year's marketing budget across different regions and different advertising channels. *Harvard Business School* #511096

Benecol Spread and Media Planning

Benecol Spread, a cholesterol-lowering margarine, presents Johnson & Johnson with several unusual media planning challenges. The firm considers several options for getting the most “bang for the buck” from Benecol advertising including using a media planning model for optimizing choices of media channels. The final media plan must consider target groups and appropriate advertising vehicles to reach them. *Darden School of Business* #UV2930

Coca-Cola on Facebook

Fan-created pages for Coca-Cola on Facebook gather over one million followers in less than three months. The use of the logo and other Coca-Cola branding violates the terms of service for the site and Facebook notifies Coca-Cola. Should Coca-Cola have Facebook take the pages down or can the company find a way to support creative consumers using social media while still controlling its brand? *Harvard Business School* #511110

EMC²: Delivering Customer Centricity

EMC is a leading data storage hardware and information management software company. Historically, the company has relied on knowledgeable salespeople to guide customers through the buying process. Increasingly, customers are able to complete transactions online without human interaction and the firm must consider new strategies to remain customer-centric. *Harvard Business School #511124*

Fortis Industries, Inc. (A)

The packaging division at Fortis Industries manufactures steel and plastic strapping. The division struggles to remain highly profitable while facing a declining market and eroding prices for steel strapping. The division president considers implementing a price-flex system designed to authorize selective discounting by sales personnel.

Harvard Business School #511079

Global Events as Drivers of Growth: The Case of Hockey Canada

Hockey Canada plans and markets global events that have enabled the growth of ice hockey in Canada. The event program guarantees profits in the millions, high attendance from fans in the host cities, and impressive television ratings. *Stanford University #SPM42*

Hikma Pharmaceuticals (A)

Hikma Pharmaceuticals is the first drug company located in the Middle East to obtain FDA approval for manufacturing and selling drugs to the U.S. To increase sales, the firm considers two options: signing a deal to supply pills to another drug manufacturer through an OEM agreement or becoming a supplier to a large managed-care organization.

Harvard Business School #598019

Marvel Enterprises, Inc. (Abridged)

Originally a comic book publisher, Marvel Enterprises now depends on highly successful licensing contracts for superhero characters, especially blockbuster characters such as Spider Man. Six years after emerging from bankruptcy, the company must re-examine its marketing strategy and consider new opportunities for growth. *Harvard Business School #511097*

PatientsLikeMe: An Online Community of Patients

PatientsLikeMe is an online community that allows patients to share their personal experiences, find other patients with similar conditions, and learn from each other. In less than five years, the community has grown to include over 80,000 patients discussing 19 diseases. The firm considers launching a new platform to support patients with any of over 3,500 diseases. *Harvard Business School #511093*

Pillsbury Cookie Challenge

The marketing manager for Canadian Pillsbury conducts market research to understand consumer attitudes toward the company's baked goods product line, particularly for cookies. Faced with declining sales, the manager must analyze the results of the study and develop a strategy for improving the performance of the cookie segment.

Ivey School of Business #W11020

Porsche: The Cayenne Launch

Porsche launches a new sport utility vehicle called the Cayenne and meets with disapproval and ridicule from devoted customers. The company has a strong reputation for making high-performance luxury cars and the new SUV appeals more to safety-oriented, conservative drivers. Has the company strayed too far from its established brand identity?

Harvard Business School #511068

Rebranding Gallagher

The deputy CEO of the Gallagher Group Limited, the world's largest electric fence company, must present a new branding strategy to senior management. His plan is to develop a uniform brand across the company's three divisions. He expects resistance from the unit heads who believe the differences in their divisions make a uniform brand impractical. *Harvard Business School #511098*

Serious Materials

Serious Materials considers expanding its product line to compete in the rapidly developing market for green building materials. The company's flagship product is a type of sound-proofing drywall called QuietRock. The firm hopes to position its new environmentally friendly drywall product called EcoRock to have similar success. *Harvard Business School #511114*

State Bank of India: Transforming a State-Owned Giant

O.P. Bhatt reflects on his five-year term as the chairman of the State Bank of India, the largest commercial bank in the country. By focusing on customer management and relationships, he has transformed the old, hierarchical, government bank into a modern, customer-focused, and technologically advanced universal bank. *Harvard Business School #511114*

TripAdvisor

TripAdvisor is the largest travel web site in the world. Known for user-generated hotel reviews, the company expanded its web site to offer flights and vacation rentals and also expanded into international markets like China. CEO Stephen Kaufer must prioritize growth plans for the company while considering the challenges of replicating the company's business model in different countries. *Harvard Business School #511004*

Popular Cases

Aqualisa Quartz: Simply a Better Shower

Aqualisa, a major U.K. manufacturer of showers, launches a highly innovative new product called the Quartz shower. The product offers significant improvements in quality and ease of installation at a lower price, yet sales are disappointing. Should the company change the channel strategy, promotional strategy, and overall positioning? *Harvard Business School #502030*

Barco Projection Systems (A): Worldwide Niche Marketing

Barco Projection Systems had been a performance leader for video, data, and graphics projects for the industrial market until Sony Corp. released a higher-performing projector at a considerably lower price. Barco must decide how to deal with a strong competitor with much larger resources. *Harvard Business School #591133*

Black & Decker Corp. (A): Power Tools Division

Black & Decker is the world's largest producer of power tools and the leader in the U.S. market, especially in the consumer segment. The company lags behind Japanese competitor Makita, particularly in the tradesman segment, and wants to regain a leadership position. *Harvard Business School #595057*

Biopure Corp.

Biopure Corp. is a small biopharmaceutical firm that just received government approval to release Oxyglobin, a "blood substitute" for veterinary use. The company is also waiting for approval on an identical product for humans called Hemopure. Should the company release Oxyglobin immediately or wait for approval to release Hemopure first? *Harvard Business School #598150*

Cumberland Metal Industries: Engineered Products Division—1980

Cumberland Metal Industries develops a new product to help contractors drive piles faster and must decide how to price it. Students examine the relevant factors that affect pricing for an industrial product and decide on appropriate promotion and distribution channels.

Harvard Business School #580104

Dove: Evolution of a Brand

Unilever, maker of Dove soap, transforms the functional brand into a master brand by expanding the Dove portfolio of products to include products beyond the original bath soap category. The change inspires a controversial ad campaign and the company relies on the Internet and social media channels to help manage the negative publicity.

Harvard Business School #580847

Harrah's Entertainment, Inc.

The CEO of Harrah's Entertainment reads a *Wall Street Journal* article praising the company's recent successes including targeting low rollers through a customer loyalty program, a 50% growth in revenue, and a 100% increase in stock price. This case asks students to examine how the company's marketing efforts contribute to overall performance. *Harvard Business School #502011*

IKEA Invades America

IKEA is the top furniture retailer in the world with over 154 stores in 22 countries. In the U.S., IKEA operates 14 stores, all of which have been enormously popular. The company's goal is to have 50 stores in operation in the U.S. by 2013 and the strategy centers on creating a distinctive brand for American consumers. *Harvard Business School #504094*

Optical Distortion, Inc. (A)

Optical Distortion, Inc., develops a new product: contact lenses for chickens. Instead of improving vision, these new lenses blind the chickens and prevent them from injuring and sometimes killing each other. The company must plan a marketing strategy including calculating the economic benefit to farmers and setting an appropriate price.

Harvard Business School #575072

Starbucks: Delivering Customer Service

Starbucks, the dominant specialty-coffee brand in North America, must respond to recent market research indicating that the company does not meet customer expectations for good service. The company considers a plan to improve satisfaction by increasing service speed. The plan costs money, and the benefits to the bottom line are difficult to predict.

Harvard Business School #504016

BRIEF CASES

Rigorous and compact, Brief Cases from Harvard Business Publishing present realistic management challenges for students to discuss.

NEW! Clean Edge Razor: Splitting Hairs in Product Positioning

A health and beauty manufacturing company launches a new technologically advanced vibrating razor into the highly competitive men's market for shaving products. The product manager struggles with positioning the product either as a "niche" razor for the high-end market or as a mainstream razor for the average consumer. #4249

Alpen Bank: Launching the Credit Card in Romania

Alpen Bank considers launching a credit card business in Romania. The firm rejected the idea several years earlier because of poor economic conditions. However, the country is emerging from a recession and incomes are rising along with disposable income. Students decide whether to launch the new business and how to acquire new customers. #4559

Atlantic Computer: A Bundle of Pricing Options

Atlantic Computer, a leading player in the high-end server market, develops a new server called the Tronn and a software tool called the Performance Enhancing Server Accelerator (PESA) that allows the Tronn to perform up to four times faster than its standard speed. How should Atlantic price the Tronn and PESA? #2078

Classic Knitwear and Guardian: A Perfect Fit?

In response to shareholder demands for margin improvements, the CMO of Classic Knitwear, a private-label non-fashion knitwear manufacturer, considers partnering with another company to produce a new line of high-margin insect-repellent clothing. #4217

Culinarian Cookware: Pondering Price Promotion

Faced with ambiguous results from a previous price promotion, Culinarian must decide if a new promotion will damage its premium brand or improve brand awareness and stimulate sales. What role should price promotion play in the company's sales growth goals? #4057

The Fashion Channel

The new senior VP of marketing for The Fashion Channel is preparing to recommend a change in the company's traditional marketing approach by introducing a market segmentation program. Students must evaluate consumer research results, calculate financial scenarios, and make their own recommendations. #2075

Flare Fragrances Company, Inc.: Analyzing Growth Opportunities

Flare Fragrances experiences a decline in annual sales growth and considers introducing a new line of perfume or expanding distribution. Students study a wide range of factors including brand management, consumer demographics, product positioning, and pricing. #4550

Giant Consumer Products: The Sales Promotion Resource Allocation Decision

In an effort to boost sagging sales, the Frozen Food Division undertakes a risky trade promotion. The case focuses on the issues of cannibalization, brand equity erosion, and strategic channel issues. After calculating top-line revenue, marketing margin, and return on marketing investment (ROMI) for prior promotions, students choose among several competing sales promotions. #4131

Harrington Collection: Sizing Up the Active-Wear Market

In the wake of slumping sales and sagging profit margins, a leading manufacturer and retailer of high-end women's apparel must decide whether to expand into the high-growth active-wear market. The case explores the financial implications, assesses trade and competitor reactions, considers the risks, and determines whether to launch a new product line. #3258

Manchester Products: A Brand Transition Challenge

Manchester, a furniture company, has acquired an extremely powerful brand but can use its name for only three years. The VP of marketing must design a plan that transitions the new brand's power back to the company. The case examines decision making related to brand equity, communications, and other aspects of marketing strategy. #4043

MedNet.com Confronts “Click-Through” Competition

In January 2007, MedNet.com is a leading web site that provides science-based health information free of charge to online visitors. Its business model relies on advertising sales, primarily to pharmaceutical companies. In the face of fierce advertising competition, MedNet is forced to defend this model but the defense strategy may ultimately harm the site's future. #2066

Metabical: Positioning and Communications Strategy for a New Weight Loss Drug

The marketing director at a pharmaceutical company must carefully consider the positioning and communications strategy for the launch of a new weight-loss drug. Poor positioning of the drug in the highly competitive market for weight-loss solutions could spell disaster. #4240

Metabical: Pricing, Packaging, and Demand Forecasting Recommendations for a New Weight Loss Drug

A pharmaceutical company develops a new weight loss drug called Metabical. The senior marketing manager explores three different pricing models and considers the effects on profitability before making a final recommendation. #4183

Mountain Man Brewing Company

Mountain Man Beer Company brews just one beer, Mountain Man Lager, known as “West Virginia's beer.” It is popular among blue-collar workers. When the company experiences declining sales, the CEO considers launching a new beer, Mountain Man Light, in the hope of attracting younger drinkers. #2069

Natureview Farm

Natureview Farm, a Vermont-based producer of organic yogurt, is the leading national brand sold into natural food stores with \$13 million in revenues. When the company faces financial pressure to increase revenues to \$20 million due to a planned exit by its venture capital investors, the VP of marketing must decide whether to expand into the supermarket channel. #2073

Reliance Baking Soda: Optimizing Promotional Spending

The new domestic brand director needs to create a marketing budget that delivers a profit increase of 10% while weighing the value of advertising, price increases, and the role of the brand within the company. Students are expected to create and defend a similar budget. #4127

Rosewood Hotels & Resorts: Branding to Increase Customer Profitability and Lifetime Value

Rosewood Hotels & Resorts is a small firm running 12 individually branded luxury properties. New leadership is contemplating whether the firm should significantly increase the prominence of the corporate identity and make Rosewood a corporate brand. Students must calculate how customer lifetime value would be affected by a shift from individual branding to corporate branding. #2087

Saxonville Sausage

Saxonville Sausage, a \$1.5 billion manufacturer of pork sausage products, is experiencing financial stress. Its leading product lines are producing declining revenues with the exception of an Italian sausage named Vivio which is experiencing a significant increase in revenues. What steps should the company take to expand Vivio into a powerful national brand? #2085

Soren Chemical: Why Is the New Swimming Pool Product Sinking?

Soren Chemical launches a new water clarifier for residential swimming pools called Coracle and is surprised by poor sales. Coracle is chemically similar to the company's highly successful water clarifier for large pools at recreational facilities and offers the same superior product performance. The marketing manager suspects the go-to-market strategy may be flawed. #4188

The Springfield Nor'easters: Maximizing Revenues in the Minor Leagues

The marketing director of a new minor-league baseball team must design, conduct, and then interpret survey research to determine optimal ticket pricing that will yield large attendance figures and contribute to the owner's goal of breaking even in the first year of play. The pricing assignment becomes more challenging when other variables like concessions revenue are considered. #2510

TruEarth Healthy Foods: Market Research for a New Product Introduction

TruEarth Healthy Foods wants to build on its successful introduction of fresh whole-grain pasta by introducing a similar product concept for pizza. Acting as brand managers, students analyze the data and decide whether to bring the new product to market. #4065

MULTIMEDIA CASES

Multimedia cases put students in the center of business dilemmas by bringing concepts to life with animated charts, audio, and video segments. Available on CD-ROM for Windows.

NEW! Terror at the Taj Bombay: Customer-Centric Leadership

On November 26, 2008, terrorists launch a series of attacks in Mumbai, India, including an attack at the Taj Mahal Palace and Tower. Following the crisis, the staff at the Taj receive praise for their selfless actions in placing the safety of the guests ahead of their own. #511703

Building Brand Community on the Harley-Davidson Posse Ride

Students get inside one of the world's strongest brands to consider issues of brand loyalty, close-to-the-customer philosophy, the cultivation of brand community, and the day-to-day execution of relationship marketing programs. #501009

Launching the New MINI

Students are required to reverse-engineer a wide variety of brand communication and creative materials developed and produced by MINI USA executives and their ad agency to support the MINI launch in the U.S. #505020

Lenovo: Building a Global Brand

When Chinese company Lenovo acquires IBM's PC division in 2004, the news makes headlines but Lenovo is largely unknown to the rest of the world—until it sets out to become a global technology giant and prepares to launch a high-risk product line for small and medium enterprises. #508703

Marquee: The Business of Nightlife

After five years, an eternity in the nightclub industry, Marquee is still one of NYC's hottest clubs. The owners are concerned about the club's staying power in the face of rising costs of operation and increased competition. Is it the right time to close the club? #510702

Mountain Dew: Selecting New Creative

Exposes students to the challenges of selecting creative in brand communications, building a brand in a turbulent cultural environment, extending an advertising campaign, and managing the company/agency relationship. #503038

Real Madrid Club de Fútbol

Real Madrid, one of the world's top soccer teams, elects a new president who promises to turn around club finances and extend its brand worldwide. As re-election looms, the management team reflects on his branding initiatives and the risks, opportunities, and challenges facing the club. #505081

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ARTICLES

Articles from *Harvard Business Review* and other renowned journals provide up-to-the-minute ideas from the best business thinkers.

New Articles

A Step-by-Step Guide to Smart Business Experiments

Analytics are powerful tools for making decisions but successfully implementing a complex analytics program can be difficult and costly. Simple business experiments can generate useful information to inform business decisions without the expense of implementing a multifaceted program. *Harvard Business Review* #R1103H

Branding in the Digital Age: You're Spending Your Money in All the Wrong Places

Customers connect with brands in fundamentally new ways and as a result, traditional marketing strategies to build brand awareness are evolving. Increasingly, consumers rely on social media channels and online reviews to make buying decisions.

Harvard Business Review #R1012C

Can Brand Image Move Upwards After *Sideways*? A Strategic Approach to Brand Placements

As more customers try to avoid advertisements, there has been growth in brand placement: the practice of integrating brands into entertainment media, particularly television and film. Brand placement engages the audience and can affect purchase behavior. For example, sales of Blackstone pinot noir surged after the wine was featured in the movie *Sideways*.

Harvard Business Review #BH417

Internationalization Strategies of Emerging Markets Firms

Existing theories on the internationalization process are mainly based on Western multinational enterprises. This article summarizes the different strategies of firms in emerging markets by analyzing the intensity of R&D and marketing efforts.

California Management Review #CMR472

Let Emerging Market Customers Be Your Teachers

In emerging markets, the number of affluent consumers who can champion a new product is small. The wealthy favor shopping trips abroad and do not make as many purchases at home. Targeting customers in low-income segments may be more profitable. *Harvard Business Review* #R1012K

The One Thing You Must Get Right When Building a Brand

The scale and speed of social media increase the importance of getting branding basics right from the start. This article states that brand managers must exploit all social media possibilities without losing sight of the fundamentals of communicating a clear customer promise. *Harvard Business Review* #R1012F

Putting the ‘Relationship’ Back into CRM

This article provides guidelines for improving the overall value of customer relationship management. The process begins by cataloging and analyzing current customer relationships to create a portfolio of new customers to develop and existing customers to maintain. Metrics can be used to track the health and performance of each relationship over time. *Sloan Management Review* #SMR385

Reputation Warfare

Dissatisfied customers in command of social media and networks can inflict large-scale damage to a company’s reputation. Blogs, tweets, text messages, online petitions, Facebook protest sites, and digital videos all represent potent new threats that companies must monitor and respond to quickly. This article suggests six defensive tactics to use when a company’s name is under attack. *Harvard Business Review* #R1012D

Why You Need a New-Media “Ringmaster”

Social media technologies create new kinds of relationships with customers and traditional brand management models must consider the effects of these interactions. A new media “ringmaster” is a digitally savvy executive who understands how to integrate social media into corporate communications. *Harvard Business Review* #R1012E

Popular Articles

Brand Report Card

While it is important to build and properly manage a brand, it is also challenging to objectively assess a brand’s particular strengths and weaknesses. This article presents 10 characteristics that the strongest brands share, starting with the relationship of the brand to the customer. *Harvard Business Review* #R00104

Building Loyalty in Business Markets

Business customers often require customized products, quantities, or prices. Developing individual relationships with business customers builds loyalty whereas consumer marketing techniques can inhibit the acquisition and retention of profitable business customers. *Harvard Business Review* #R0509H

Customer Intimacy and Other Value Disciplines

A study of over 40 companies found that market leaders like Dell Computer, Home Depot, and Nike succeed by narrowing their business focus, not by broadening it. These companies concentrate on one of three value disciplines—operational excellence, customer intimacy, or product leadership—and align their entire operating model to serve that discipline. *Harvard Business Review* #93107

Customer Value Propositions in Business Markets

When properly constructed, value propositions force companies to focus on what their offerings are really worth. The authors present a systematic method for developing value propositions that are meaningful to target customers and that focus marketing efforts on creating superior value. *Harvard Business Review* #R0603F

Diamonds in the Data Mine

Harrah's Entertainment is the most profitable gaming company in the U.S. This article explains how the company consistently beats the competition by mining customer data, running experiments using customer information, and using the findings to develop and implement marketing strategies that keep customers coming back for more.

Harvard Business Review #R0305H

How Do You Know When the Price is Right?

Setting the best price requires careful analysis of many factors. This article provides a scorecard with eight steps for determining the best price for a product. Instead of simply considering a market price, the scorecard starts with determining the value the customer places on the product. *Harvard Business Review* #95501

How Global Brands Compete

In a research project involving 3,300 consumers in 41 countries, the authors of this article found that most consumers choose one global brand over another because of differences in the brands' global qualities. Firms need to manage these "global" characteristics to support future growth in foreign markets. *Harvard Business Review* #R0409D

Mismanagement of Customer Loyalty

Traditional tools for segmenting customers can do a poor job of identifying profitable customers and may cause companies to chase after customers who hold little promise of future profits. As an alternative, the authors suggest segmenting customers into categories that predict future buying probabilities. *Harvard Business Review* #R0207F

Rediscovering Market Segmentation

The authors of this article describe the elements of a smart segmentation strategy and explain how segmentations meant to strengthen brand identity differ from those capable of telling a company which markets to enter and what goods to make. They introduce the "gravity of decision spectrum," a tool for measuring the importance consumers place on a product. *Harvard Business Review* #R0602G

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BOOKS & CHAPTERS

Individual chapters may be integrated into course materials, while books may serve as primary class texts.

Conducting Market Research for International Business

As firms expand into international markets, they encounter new challenges. By conducting market research, firms can better understand foreign customers, competitors, and business environments. Market research also helps identify new risks. *Only available in chapters.*

Business Expert Press #BEP013-#BEP018

Greater Good: How Good Marketing Makes for Better Democracy

Marketing has a greater purpose than simply selling more widgets. According to the authors, marketing performs an essential societal function. They list six characteristics that marketing and democracy share. Good marketing practices improve the political process and, in turn, improve the practice of democracy itself. *Available in chapters.*

Harvard Business Review Press #1735

Harvard Business Essentials: Marketer's Toolkit: The 10 Strategies You Need to Succeed

Effective marketing can mean the difference between runaway successes and costly flops. Covering everything from customer programs to ad campaigns to sales promotions, this book is a hands-on guide to turning opportunities into profits. *Available in chapters.*

Harvard Business Review Press #7626

Marketing in the Groundswell

The recently updated edition of this popular book explains how to build social applications, measure their results, and use the social media technology movement to turn interest into opportunity and profit. Includes key chapters on market research, marketing, and spreading word-of-mouth campaigns among customers. *Available in chapters.*

Harvard Business Review Press #13291

Pocket Mentor: Understanding Marketing

Developing a marketing mind-set is about creating an awareness of who a company's customers are, what they want, and how the company can serve them profitably. From defining a target market to developing a market strategy, this book explains key concepts and examples for understanding the role of marketing in an organization.

Harvard Business Review Press #12587

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SIMULATIONS

Online simulations present real-world management challenges for students and encourage classroom interaction and discussion. Results are available immediately for a comprehensive debrief session. All simulations include a detailed Facilitator's Guide.

Marketing Simulation: Managing Segments and Customers

Acting as CEO of a company that manufactures motors used in medical devices, students make a variety of marketing management decisions over a period of 12 quarters. The simulation presents multiple challenges including setting prices for channels and distributors, determining distributor discount rates, and making decisions about investment in product features. #3341

Pricing Simulation: Universal Rental Car

Students assume the role of a regional marketing manager responsible for pricing a fleet of rental cars across cities in Florida. The simulation challenges students to consider pricing strategies for leisure and business travel, to optimize vehicle inventory, and to account for the likely competitive and market responses to their decisions. #2093

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ONLINE COURSES

Available in Sections

Online courses introduce complex subjects and can be used in advanced undergraduate business courses, as prematriculation requirements for MBAs, or assigned as homework over a semester or year. Online courses are available as complete courses or in sections.

Mathematics for Management

Following the story line of several family-owned businesses, students learn how to apply math concepts to solve problems, analyze data, and predict outcomes.

- Complete Course #3350
- Algebra Section #6004
- Calculus Section #6006
- Statistics Section #6007
- Probability Section #6008
- Finance Section #6009

Quantitative Methods

Set in a Hawaiian resort, this course teaches statistics and regression analysis from a management perspective. Students develop statistical models for making better business decisions.

- Complete Course #504702
- Regression Section #6012

Spreadsheet Modeling

Demonstrates how to use Excel functionality to solve business problems.

- Complete Course #3252
- Introductory Section #6010
- Advanced Section #6011

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COURSE MODULES

Course Modules offer a road map to the best teaching materials, with recommendations on how to organize them. Each module suggests 4–6 items plus some alternate suggestions. Popular modules in Marketing include the following:

- Branding and Brand Management
- B2B Marketing
- Designing and Managing Channels
- Managing Corporate Customers
- Market Research
- Segmentation, Market Selection, and Product Positioning
- Sales Management

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