Fall 9-1-2006

MBA 660.02: Marketing Management

Simona Stan  
*The University Of Montana, simona.stan@umontana.edu*

Follow this and additional works at: https://scholarworks.umt.edu/syllabi

Let us know how access to this document benefits you.

**Recommended Citation**

https://scholarworks.umt.edu/syllabi/10744

This Syllabus is brought to you for free and open access by the Course Syllabi at ScholarWorks at University of Montana. It has been accepted for inclusion in Syllabi by an authorized administrator of ScholarWorks at University of Montana. For more information, please contact scholarworks@mso.umt.edu.
Course Objectives

This course is designed to enhance your knowledge and understanding of the major issues, current trends, and best practices in strategic marketing management. Customers in most industries have a dizzying array of options from which to choose. To become the customer’s choice and prosper, a firm must be market-driven – reacting to customer needs, positioning against competitive alternatives, and sensitive to environmental factors. Therefore, this course will encourage you to develop an appreciation for a market-driven approach to marketing management.

The course will build on the knowledge from your foundation marketing class, addressing many of the complexities and considerations faced in disparate marketing contexts. Following the sequential process of a marketing plan outline, you will develop problem solving skills that allow you to diagnose, evaluate, and recommend marketing solutions. Specifically, we will address the following issues:

- Becoming a market oriented organization and developing a market-driven strategy
- Financial analysis to support marketing decisions
- Formulating segmentation, targeting, positioning, and branding strategies to achieve sustainable competitive advantage
- Managing relationships with valuable customers through sales and service activities
- Aligning marketing strategy with the new technology
- Trends towards corporate social responsibility and business ethics

Course Structure and Conduct

This course uses a combination of lectures, case studies, class discussions and exercises to provide the students with a greater understanding of the role of marketing manager as a decision maker within the organization. In order to stimulate active learning, class time will be heavily discussion-oriented. Every week, I will provide a list of discussion questions for the next week’s topic and assigned readings. As you start reading the materials for the next class, please focus on the discussion questions. Your careful preparation prior to class is essential in achieving a high quality and enjoyable learning experience.

Please note that participation will have a significant impact on your overall performance in class and accounts for 20% of your final grade. Class participation grades will be based on:

- each student's level of preparation for class discussion (as exhibited by verbal elaboration on concepts in readings, answers to discussion questions in class, and application of class concepts to current events)
the quality of the student's comments and questions,
? attendance, and
? contribution to the spirit of the class (contributes to a positive learning environment).

Quantity of talking is not the basis for your evaluation; rather, it is your thoughtful, meaningful class contributions which should demonstrate advance preparation for each class (i.e., by reading, analyzing, and synthesizing assigned reading materials). Merely attending class is a necessary but not sufficient condition for earning class participation points.

Code of Conduct: I assume that students are familiar with the Student Conduct Code, especially as it pertains to academic misconduct. Please note that it is a form of academic misconduct to submit work that was previously used in another course.

Performance Evaluation:

Team work:
- 2 written case briefs @ 15 points each 30 points (15%)
- 2 written case reports @ 30 points each 60 points (30%)

Individual work:
- Midterm exam 30 points (15%)
- Final Exam 40 points (20%)
- Class Participation 40 points (20%)

Total 200 points (100%)

Course grades are assigned as follows (grades are not curved):

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>93 - 100%</td>
<td>A</td>
</tr>
<tr>
<td>90 - 92%</td>
<td>A-</td>
</tr>
<tr>
<td>87 - 89%</td>
<td>B+</td>
</tr>
<tr>
<td>83 - 86%</td>
<td>B</td>
</tr>
<tr>
<td>80-82%</td>
<td>B-</td>
</tr>
<tr>
<td>77-79%</td>
<td>C+</td>
</tr>
<tr>
<td>73-76%</td>
<td>C</td>
</tr>
<tr>
<td>70-72%</td>
<td>C-</td>
</tr>
<tr>
<td>Below 70%</td>
<td>D</td>
</tr>
</tbody>
</table>

Written Case Assignments

Students will work in groups of 2 or 3 to prepare their case reports and briefs. For each case, make a copy for yourself and turn in an electronic copy by 10 am the date the case is due. No late cases are accepted. I need time to read your cases before class. Please email me your file as an attachment or post it in your group files in Blackboard. The “long” case reports should be about ten pages in length, double spaced, font size 12 with one inch margins on all sides. The case briefs should be a 1-2 page summary (bullet format OK) of your analysis of the case. Where applicable, attach an appendix with quantitative analysis to support your conclusions and decisions. I will provide detailed analysis/discussion questions for each case in advance.

Note: Each student is required to complete a peer evaluation form. You will be asked to rate the contribution of your group members, including yourself. The peer evaluation scores will be used in determining how many points each member receives for his/her contribution to the group cases.
Guidelines for Written Assignments:

? Avoid spelling and grammatical mistakes and correct errors before turning in assignments; use pagination (don’t forget to number the pages on your case write up).

? Do not rehash /repeat case information or the facts as given in the case (I know these and assume you do too). Do not use information that became available after the case was written.

? Make good use of quantitative information as well as qualitative information given in the case; Marketing is not just “touchy, feely” stuff.

? Do not call for further research or hiring of consultants to deal with case questions. It is your responsibility to address the case questions because you are the decision maker.

? Recognize alternatives and deal with “pros” and “cons” of each alternative adequately. Once you have analyzed the various alternatives, to the extent possible, be clear and specific in your position.

Exams

Exams will consist of essay questions which will require you to think about and integrate in a critical manner the different readings with the information provided in the lectures. You will also be asked to provide your own opinion and bring new insight into the read material. The exams will be open notes/readings, but you will not have the time to search extensively through your materials. Timing and other format details will be discussed and agreed upon in class.

Electronic Communication

All lecture power points, readings assignment questions, additional course materials, and case questions will be posted on our course site in Blackboard. I will also post all grades in the Blackboard grade book. Make sure you have an updated email address registered with Blackboard. Let me know if you need assistance.
Course Calendar and Topics

Week 1: Aug 29  Read pp. 23-47
  Course Introduction. Review of Marketing Management/Strategy
  Market Orientation. The Market Driven Organization
  Market orientation, customer satisfaction and profitability, in Market Based
  Management, Roger Best, Prentice Hall, 2004
  Set proper targets for satisfaction scores MN 06
  At Ford Motor, high volume takes backseat to profits, WSJ 04
  Hurd’s big challenge at H-P: overhauling corporate sales WSJ 06

Week 2: Sept 5  Read pp. 51-72
  Market Opportunity and Assessment. Feasibility Analysis
  Creating new market space, HBR 1999
  Case 1. Coors: in class application  (case brief #1 due)
  South Delaware Coors, in Marketing Management, Peter and Donnelly

Week 3: Sept 12  Read pp. 75-107
  Customer Value, CRM
  Discovering new points of differentiation, HBR 1997
  Hotels take ‘know your customer’ to new levels, WSJ 06
  Trucker rewards customers for good behavior WSJ 03
  Analyzing customers, Best Buy decides not all are welcome WSJ 04
  Segmentation. Targeting
  Getting close to the customer, Financial Times, 1996
  Ring the parents: Disney’s cell phones for kids WSJ 06
  Start-up to tailor wireless service for seniors WSJ 06
  Meet Jane Geek BW 05
  Kodak sharpens digital focus on its best customers: women WSJ 05

Week 4: Sept 19  Read pp. 109-138
  Case 2. Starbucks: Delivering Customer Service (case report #1 due)
  Positioning
  How Belgium’s ‘peasant’ beer became ‘premium’ in US WSJ 02
  Lesson learned, Wal-Mart touts low prices WSJ 04
  Looking upscale, Wal-Mart begins a big makeover WSJ 05

Week 5: Sept 26  Read pp. 141-163
  Exam 1
  Product/Brand Management
  The brand report card, HBR 2000
  Fakes, BW 2005
  Customer generated viral videos tell good, bad brand stories MN 06
  Detergents can be so much more BW 06
  Montana parks division seeks branding strategy MN 06
Week 6: Oct 3  Read pp. 168-215

Services Marketing. Self-service Technologies
Want to perfect your company’s service? HBR 2001
Everyone likes to laud serving the customer WSJ 06
Why hire help when customers can do the work RG 04

NPD. Innovation and Technology
The power of design, BW 2004
Why consumers don’t buy: The psychology of new product adoption, HBS 2004
Speed demons, BW 06
To blunt the Web’s impact, TV tries building online fences WSJ 06

Week 7: Oct 10  Read pp. 217-246

Case 3. TiVo: in class application (case brief #2 due)
Learning to love the dreaded TiVo BW 06

Integrated Marketing Communications
Controlled infection! Spreading the brand message through viral marketing, BH 05
Rated M for Mad Ave, BW 06
Adidas’ World Cup Shutout BW 06

Week 8: Oct 17  Read pp. 249-275

Pricing
Pricing and the psychology of consumption, HBR 2002
Consumers could see new Web rates WSJ 06

Distribution
The customer has escaped, HBR 2003
The long road to Wal-Mart, WSJ, 2005
One month to make it WSJ 06

Week 9: Oct 24  Read pp. 277-322

Virgin Mobile USA: Pricing for the Very First Time (case report #2 due)

Social Responsibility and Ethics
The competitive advantage of corporate philanthropy HBR 02
Cerveza, si o no? WSJ 06
We’re good guys, buy from us BW 04
Why Kraft decided to ban some food ads to children WSJ 05
Lessons learned from Vioxx fiasco BW 04

Week 10: Oct 31

Exam 2
Course wrap-up