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### MBA 660.60: Marketing Management

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MMSyll Fall03

**Marketing Management  
MBA 660, Sections 1 and 60**

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**Professor Mohr**  
**Phone:** 243-2920  
**Office:** GBB 306

**email:** [jakki.mohr@business.umt.edu](mailto:jakki.mohr@business.umt.edu)

**Times:** T/R 11:10-12:30, GBB L04  
Tues. 6:10-9:00, GBB 106

**web site:** [www.business.umt.edu/faculty/mohr](http://www.business.umt.edu/faculty/mohr)

**Office Hours:** Tuesday and Wednesday, 2:10-3:30, or by appointment. I will respond to emails within 24 hours.

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**Required Text:** None

**Required Readings Packet:** Available at the UC from the University Bookstore.

**Course Content:** This course will build on the knowledge from your basic (foundation) marketing class, addressing many of the complexities and considerations faced in disparate marketing contexts. The degree to which basic marketing principles apply in different contexts, such as business-to-business marketing, marketing of high-technology products and services, services marketing, and other areas, will be explored in the context of "hot" marketing topics. The issues addressed will include the following:

- Business-to-business marketing
- Relationship marketing (including database marketing and customer relationship management strategies)
- Market segmentation
- Pricing in the Internet era
- Distribution in the Internet era
- Branding concerns
- International ethics complexities
- Small business/retail/services

My teaching style combines fairly balanced treatment of conceptual/theoretical and practical/ applied understanding.

**Classroom Environment/Goals:** In order to provide an enjoyable, provocative learning experience, this will be a discussion-based course. Active learning, and participation are expected. My hope is to foster a challenging yet supportive environment where you can flourish and learn. These goals are in keeping with the mission of the School of Business, which states:

"The faculty and staff of the School of Business Administration at The University of Montana-Missoula are committed to excellence in innovative experiential learning and professional growth through research and service."

**Course Requirements:**

|                                    |                  |               |
|------------------------------------|------------------|---------------|
| 2 Exams:                           | 200 points       | 50%           |
| Participation                      | 100 points       | 25%           |
| Case Write-up<br>(Wind Technology) | 50 points        | 12.5%         |
| <u>Ethics Assignment</u>           | <u>50 points</u> | <u>12.5 %</u> |
| <br>Total:                         | <br>400 points   | <br>100%      |

**Note for all papers and written materials:** All material you submit for my course should be double-spaced and 12-point font (easy on my eyes). Many thanks.

**General:** You are encouraged to discuss your work and progress with me at any time in order to discuss specific problem areas, to further clarify material, or to provide you with more concrete suggestions on how to improve your performance.

**2 Exams @100 points each (50%)** The exams will include a mix of multiple choice questions, asking for factual knowledge about the readings and material covered during the semester, and essay questions, focusing on your ability to integrate, synthesize, and critically interpret the material. Other short answer questions will be application in nature, asking you to apply your knowledge to analyze and solve a particular firm's marketing problems.

**\* \* No late exams or make-ups will be given. \* \***

**Class Participation @ 100 points (25%)** In order to stimulate active learning, class time will be heavily discussion-oriented. Obviously, the quality of a discussion class is a function of the quality of each student's preparation. 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.*

Cases will be heavily weighted in class participation grades. Please be prepared!

I will evaluate each student's class participation at two intervals during the semester (at the half-way point and at the end). Please ask me for feedback concerning your participation at any point during the semester. If you need to improve your participation component, doing so early in the semester works to your advantage.

**Self-Evaluation of Participation Due 5:00 Sept. 30 (see class packet)**

**Ethics Assignment: 50 points (12.5%)**  
**Ethics assignment due October 7 by 5:00 p.m.**

Pick an ethical dilemma (one that you've faced on the job, or one that affects marketers in which you are interested). Research both sides of the dilemma (5 sources of information minimum). Following the four-step process to address ethical dilemmas presented in class, analyze the issues involved. Provide a critical assessment of how you would resolve the ethical dilemma. (Write-up should be approximately 4-6 pages.) Grading criteria are based on sophistication of insights, use of well-grounded process, logic to support your arguments, citations of referenced information, and quality of writing.

Suggested ethical dilemmas:

- Use of slotting fees
- Marketing of pharmaceuticals to physicians

**Case Write-Up @ 50 points (12.5%) Wind Technology**  
**Due October 21: 11:10 a.m, day class; 5:00 p.m. night class.**

The case reports should have a maximum length of 5-6 pages, and should be based on the discussion questions provided in your fac-pac for the case. (i.e., the questions provide a starting point for your analysis.)

**Extra Credit Book Reports: Graded out of 20 points (5%)**  
**Due Thursday, October 16 by 5:00 p.m.**

There is a plethora of wonderful business and marketing books. I would like you to pick a book that you WANT to read, and turn in a book report (+/- 5 pages) by 5:00 p.m. October 16. This is a firm, non-negotiable, date. (Please let me know if you will be doing this extra credit project by Sept. 30, so that I may allocate sufficient grading time based on the number of students who will submit a book report.) Grading based on:

- Thoroughness of overview
- Critical insights/learnings gained from the book
- High-quality writing skills (organization, grammar, etc.)

No late reports accepted. Don't put me in an awkward position by even asking—it is not fair to me or your peers.

**Extra Credit:** Students may submit by 3:30 in the afternoon one week prior to each exam up to five *multiple-choice* questions that I will consider using on the exam. Any material is fair game: textbook, speakers, articles, films, class discussion. If I use your question(s), you will receive extra credit in the amount equal to the multiple-choice value of those points on the exam. An added bonus: You'll likely get that exam question correct. If I use only a portion of your question, you will receive partial points. No late questions accepted. Don't put me in an awkward position by even asking—it is not fair to me or your peers.

**Tentative Course Outline: Topic/Article****Reading**

Note that the *day class* will prepare the 1<sup>st</sup> half of the assigned materials for Tuesday and the 2<sup>nd</sup> half of the assigned materials for Thursday. The *night class* will prepare all materials assigned for each week.

|   |                                      |   |
|---|--------------------------------------|---|
| Week 1: Sept. 2                         | Review of Basic Marketing            | Ch. 7 (Portable MBA)  |
| (4)                                     | Ethics in MBA programs               | Pfizer Case<br>Soul Searching 101   |
| Week 2: Sept. 9                         | Customer Issues/CRM                  | 4 Perils of CRM   |
| (11)                                    |                                      | Mismanagement of Customer Loyalty<br>Customer Profitability Conundrum               |
| Week 3: Sept. 16<br>(Travel: Billings?) | Dark side of CRM                     | Too Close for Comfort<br>Why Service Stinks<br>Preventing the Premature Death of... |
| (18)                                    | Global Considerations                | The Hunt for Globalization<br>Smart Globalization<br>Corporate Philanthropy         |
| Week 4: Sept. 23                        | <b>Exam 1</b>                        |   |
| (25)                                    | Ethics and Marketing Decision Making | "Values in Tension"<br>Mohr, part of Ch. 12   |

Week 5: Sept. 30  
(Travel: Kalispell)

Product Decisions—  
Mass Customization, Branding

Mass Market of One  
Top Global Brands  
Brainpower on the Balance Sheet

**Self-Evaluation of Participation Due 5:00 Sept. 30**

(Oct. 2)

Private Labels

New Appeal of Private Labels  
How a Pasta Maker Used It Noodle

Week 6: Oct 7

Pricing

Effect on Internet on Price  
Is the Price Right

**Ethics assignment due October 7 by 5:00 p.m.**

(9)

Distribution

Adding Online channels (Mohr)

Week 7: Oct. 14  
(Travel: Butte)

Distribution (cont.)

Leveraging Internet...in B2B  
Plucky Little Competitors

(16)

Adv. And Promotion  
(Buzz Marketing Lecture)

It's an Ad Ad Ad Ad World  
Torment Your Customers...

**Extra credit book report due October 16, 5:00 p.m.**

Week 8: Oct. 21

Adv. And Promotion (cont.)  
Prepared assigned case

Wind Technology

**Case write-up due October 21: 11:10 a.m, day class; 5:00 p.m. night class.**

(23)

Review to date

Week 9: Oct. 28

(30)

Marketing Financials/Metrics

TBA

Week 10: Nov. 4

(6)

**EXAM**

Class evaluations; course summaries due

**Readings for Marketing Management**  
**MBA 660, Fall 2003**  
**Professor Mohr**

**Week 1: Review of Basic Marketing**

Bruner, Robert, et al. (1998), *The Portable MBA*, 3<sup>rd</sup> ed. New York: John Wiley & Sons, Chapter 7.

Mohr, Jakki and Sara Streeter (1999), "Pfizer Animal Health Products: Industry Downturns and Marketing Strategy," in D. Cravens, C. Lamb, and V. Crittenden (2001), *Strategic Marketing Management Cases*, 7<sup>th</sup> ed., Irwin/McGraw-Hill.

Merritt, Jennifer (2002), "For MBAs, Soul-Searching 101. Now, B-Schools are emphasizing ethics and responsibility," *Business Week*, September 16, p. 64.

**Week 2: Introduce Customer Issues/CRM**

Rigby, Darrell, Frederick Reichheld and Phil Scheffer (2002), "Avoid the Four Perils of CRM," *Harvard Business Review*, (February), pp. 5-11.

Reinartz and V. Kumar (2002), "The Mismanagement of Customer Loyalty," *Harvard Business Review* (July), pp. 4-12.

"The Customer Profitability Conundrum: When to Love 'Em or Leave 'Em," October 4, 2002. Knowledge@wharton

**Week 3 (1<sup>st</sup> half): The Dark Side of Relationship Marketing**

"McMaster, Mark (2001), "Too Close for Comfort," *Sales and Marketing Management*, (July), pp. 42-48.

Brady, Diane (2000), "Why Service Stinks," *Business Week*, October 23, pp. 118-122.

Fournier, Susan, Susan Dobscha, and David Mick (1998), "Preventing the Premature Death of Relationship Marketing," *Harvard Business Review*, (January-February), pp. 2-8.

**Week 3 (2<sup>nd</sup> half): Going Global**

Murphy, Cait (2002), "The Hunt for Globalization that Works," *Fortune*, October 28, pp. 163-176.

Engardio, Pete, (2001), "Smart Globalization," *Business Week*, August 27, pp. 132-137.

Porter and Kramer, (2002), "The Competitive Advantage of Corporate Philanthropy," *Harvard Business Review*, (December), pp. 5-16.

#### **Week 4: Exam and Ethics**

Donaldson, Thomas. (1996), "Values in Tension: Ethics Away From Home," Harvard Business Review. September-October. pp. 48-62.

Mohr, Jakki (2001), *Marketing of High-Technology Products and Services*, subset of Ch. 12. Prentice-Hall.

#### **Week 5: Product Management**

Keenan, Faith (2002), "A Mass Market of One," *Business Week*, December 2, pp. 68-72.

Khermouch, Gerry (2001), "The Best Global Brands," *Business Week*, August 6, pp. 50-64.

Aston, Adam, (2002), "Brainpower on the Balance Sheet," *Business Week*, August 26, pp. 110-111.

Dunne, David, and Narasimhan, Chakravarthi. (1999, May 1). "The New Appeal of Private Labels." The Harvard Business Review. p. 41.

Balu, Rehka. (1998, December 9). "How a Pasta Maker Used Its Noodle to Whip the Giants." The Wall Street Journal

#### **Week 6 (1<sup>st</sup> half): Pricing Considerations**

"Koch, James (2003), "Are Prices Lower on the Internet? Not Always!" *Business Horizons*, (January-February), pp. 47-52.

"The Price Is Really Right," *Business Week*, March 31, 2003, pp. 62-67.

#### **Week 6 (2<sup>nd</sup> half): Distribution**

Mohr, Jakki (2001), *Marketing of High-Technology Products and Services*, Ch. 8 (Distribution Channels in High-Tech Market and the Effect of the Internet). Prentice-Hall.

#### **Week 7 (1<sup>st</sup> half): Distribution (continued)**

Jap, Sandy and Jakki Mohr (2002), "Leveraging Internet Technologies in B2B Relationships" *California Management Review*, 44 (Summer), pp. 24-38.

Fonda, Daren (2002), "Plucky Little Competitors," *TIME*, October 21, pp. 60-62.



**Week 7 (2<sup>nd</sup> half): Advertising and Promotion**

Eisenberg, Daniel (2002), "Its an Ad Ad Ad Ad World," *TIME*, September 2, pp. 38-41.

Brown, Stephen, (2001), "Torment Your Customers. They'll Love It," *Harvard Business Review* (October), pp. 83-88.

**Week 8: Advertising and Promotion (continued)**

Case: Wind Technology (Manning, Ken and Jakki Mohr, 1990), appears in:

- J.P. Peter and J. Donnelly (2004), *Marketing Management*, 7<sup>th</sup> edition, Irwin

**Week 9: Marketing Metrics/Financials**

Readings TBA

**Week 10: Exam and Course Overview Due**