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Spring 2-1-2017

BMKT 660.60: Marketing Management

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BMKT 660: MARKETING MANAGEMENT Spring 2017

Day (01): TR 11:00-12:20 pm in GEX 105

Evening (60): R 6:00-8:50 pm in GBB 104 and videoconference to Bozeman

Online (61): Synchronous session Friday 6:00-7:30 pm

Note for Day and Evening Sections: Class participation is MANDATORY! Only students actively present in the videoconference (Missoula, Bozeman or Polycom) can take the evening section. If you are outside the videoconference network, or you expect to travel for work or have family commitments that will result in absences (more than a week), please switch to the online section.

Dr. Simona Stan

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Office Hours:

I'm in the office 9 to 5 most days.

Call or e-mail to make an appointment

Come in if my door is open

Course Materials

Course packet: <http://cb.hbsp.harvard.edu/cbmp/access/59244146>

The course packet costs \$85 and contains the Harvard Business School (HBS) materials used in this class. Supplemental readings, lecture notes, assignment guidelines, and discussion topics will be continuously posted in Moodle. Make sure you check the Moodle course site every week to see what is due.

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. The course will build on the knowledge from your foundation marketing class, addressing many of the complexities and considerations faced in disparate marketing contexts. 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
- Employing market research and financial analysis to support marketing decisions
- Formulating marketing strategies to achieve sustainable competitive advantage
- Managing relationships with valuable customers
- Assessing and employing social responsibility in marketing decisions

Performance Evaluation:

Consulting project and presentation (team)	30%
Written case reports (team)	25%
Reading quizzes and assignments (individual)	25%
Attendance, class contribution, citizenship (individual)	20%

Course grades are assigned as follows:

92 - 100%	A	77-79.9%	C+
90 – 91.9%	A-	70-76.9%	C
87 – 89.9%	B+	Below 70%	F
82– 86.9%	B		
80-81.9%	B-		

Course Participation and Conduct

This course uses a combination of lectures, case studies, discussion, and consulting work to provide students with a greater understanding of the role of the marketing manager as a decision maker within the organization. In order to stimulate active learning, course time will be heavily discussion oriented. Your careful preparation prior to class and active participation in and on-time completion of assignments is essential in achieving a high quality and enjoyable learning experience. Please note that I will assess and reward you for your preparedness for and contribution to class; this represents 20% of your grade. You are expected to be active participants in the creation of this course; the value that each one of you derives from this course will depend on everyone's contribution to the class, such as suggestions for insightful articles to read and discuss in class, provision of examples from your business and personal experience, etc.

For day/evening students: Contribution to the class content is your in-class participation.

Contribution to class delivery is represented by your cooperation in creating a positive class atmosphere – e.g., be in class on time, don't leave and come back during class session, don't eat in class or disturb class time in other ways, pay attention and, in general, be a positive force.

For online students: Your contribution consists of posting comments and questions to the weekly Moodle discussion forums and participation in the weekly synchronous session when you are available. This session will be recorded and you should watch it at your convenience when you are not available (participation is not required but strongly encouraged). I scheduled the synchronous Collaborate session on Friday 6-7:30 pm for lack of a better available time. I know some of you will be in weekend classes. If we agree, as a group, to an alternative time (e.g., Saturday) I will be happy to change it.

Note: All written assignments are due via Moodle drop box by the listed deadlines. Late submissions are NOT accepted.

All students must practice academic honesty. Academic misconduct is subject to an academic penalty by the course instructor and/or a disciplinary sanction by the University. All students need to be familiar with the Student Conduct Code: http://www.umd.edu/vpsa/policies/student_conduct.php It is the student's responsibility to be familiar with the Student Conduct Code.

Written Case Reports

Students will work in groups of three or four to prepare their case reports. I will provide questions for each case in advance in Moodle where you will have all assignments and the corresponding deadlines. Guidelines:

- **Answer my questions.** I will structure the grade points by question
- Do not repeat case information or the facts as given in the case. Additional research on the case situation is not required but welcomed if you want to do it. However, the analysis has to be done on the CASE info not the additional info you may collect (20-20 hindsight is useless)
- **Analyze** the issues – do not just describe them. Some case questions will ask you to take a position. Based on your analysis make a decision and state clearly your position and your rationale
- Make good use of quantitative information as well as qualitative information given in the case
- Be professional: use professional language, avoid spelling and grammatical mistakes and correct errors before turning in assignments – you lose points for bad writing!
- Type your reports single-spaced, 12 pt. font. Bullet lists, tables, charts are all OK. Be concise and direct in your writing – this is Business not English writing; don't waste my time!

Consulting Project

You will work as a consultant with your team to analyze and help solve a marketing related problem for a real business client. You are free to choose any client organization that you are interested in for your consulting

project. I recommend an organization that one of you works for or has close ties with. Make sure you **identify a problem which is addressed in the course and use the theoretical models discussed in the readings/class lecture**. You are required to write a report addressed to your client (management of the organization) and present it in class. You will be graded on:

1. Problem definition – significance, level of interest, clarity
2. Research – extent, thoroughness, level of sophistication, quantitative analysis
3. Solution and support – level of cognitive complexity, depth, specificity, completeness, creativity, quantitative support (just creativity is not enough)
4. Professionalism in written and oral communication

Do not attempt a full marketing plan. Given the time constraints such a task would lead to breadth without depth. I am interested in depth in this assignment. I recommend you focus your project primarily on one of the following six topics and then, as needed, add elements of other topics to augment it.

- Delivering superior customer value
(Analyze the entire customer experience with the firm's product and the competitors' products/substitutes; target market fit with firm's value proposition; pricing, distribution, promotion)
- Customer relationship management/ loyalty programs
(Analyze the firm's customer database, how they use the info to classify customers and manage them, the rewards they offer etc.; you'll need to look at customer value along with the lifetime value of the customer to the firm)
- Market assessment/new product introduction
(This analysis is especially needed for new products/innovations; who would buy the product, what's the value they gain from it, new product adoption/diffusion; estimate market potential and do a sales forecast)
- Segmentation-targeting-positioning
(Evaluate the current market segmentation scheme and propose a better one; recommend target segments; develop and interpret positioning maps of your firm's products/brands compared to competition; recommend promotion to support the desired position)
- Branding and Promotion (also to include digital marketing here)
- Pricing (include both economic/quantitative and psychological analysis)

Mission Statements and Assurance of Learning

The University of Montana's School of Business Administration enhances lives and benefits society by providing a world-class business education in a supportive, collegial environment. We accomplish this mission by acting on our shared core values of creating significant experiences, building relationships, teaching and researching relevant topics, behaving ethically, and inspiring individuals to thrive.

The University of Montana MBA Program's mission is to serve our region by educating leaders to effectively manage organizations in a global business environment. As part of our assessment process and assurance-of-learning standards, the MBA program has adopted six learning goals for our students.

1. Integrated knowledge of business functions.
2. Communication skills and teamwork ability.
3. Ethical conduct, social responsibility, and professional leadership.
4. Analytical and innovative thinking in business problem solving.
5. Knowledge and application of current trends in information technology.
6. Ability to evaluate implications of operating in the global business environment.

This course will primarily address Learning Goals 1, 2, 3, and 4 but will also touch upon 5 and 6.

Course Calendar and Topics (subject to change based on class dynamic)

The reading and write-up assignments will be posted in Moodle for each week. Make sure to check and do ALL assignments by the listed deadline.

Week 1 (Jan 23-27) Framework for Marketing Strategy. Annie's Growing Organically

Week 2 (Jan 30- Feb 3) Creating Customer Value. Customer Management

Week 3 (Feb 6-10). CMR Enterprises. Customer life-time value analysis

Week 4 (Feb 13-17) Market Assessment. Market Segmentation-Targeting-Positioning

Week 5 (Feb 20-24). Product Policy. Project presentations: topic and problem assessment

Week 6 (Feb 27-Mar 3) Brands and Brand Equity. Kindle Fire

Week 7 (Mar 6-10) Pricing Strategy

Week 8 (Mar 13-17) Marketing Communications. New York Times Paywall

Week 9 (Mar 27-31) Digital Marketing. Maersk Line: B2B Social Media

Week 10 (Apr 3-7) Consulting Project Reports and Presentations

Course Link: <http://cb.hbsp.harvard.edu/cbmp/access/59244146>

Marketing Reading 1: Framework for Marketing Strategy Formation

Marketing Reading 2: Creating Customer Value

Marketing Reading 3: Customer Management

Marketing Reading 4: Segmentation and Targeting

Marketing Reading 5: Brands and Brand Equity

Marketing Reading 6: Pricing Strategy

Marketing Reading 7: Marketing Communications

Marketing Reading 8: Digital Marketing

Case 1: Annie's Growing Organically

Case 2: CMR Enterprises

Case 3: Kindle Fire

Case 4. New York Times Paywall

Case 5. Maersk Line: B2B Social Media