

BMKT 660: MARKETING MANAGEMENT Spring 2020

(60): Thursday 4:00-5:50 pm, Zoom

(61): Thursday 6:10-8:00 pm, Zoom

Course Materials

Course readings packet: <https://hbsp.harvard.edu/import/789563>

The course packet contains the Harvard Business School (HBS) materials used in this class. You need to buy this packet (\$85). Additional readings, lecture notes, assignment guidelines, and discussion topics will be continuously posted in Moodle. Make sure you check the Moodle course site every week!

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:

Team (adjusted based on peer evaluation):

Case analysis (5) 25%

Consulting Applications (2) 30%

Individual:

Reading quizzes (5) 30%

Participation in course 15%

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.

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. Given the nature of the zoom/distance course delivery you have 2 ways in which to participate:

- (1) Active participation in the live zoom classes each week: connect to the live class and contribute your insights and opinions – I expect you to use your camera and microphone to ask and answer questions live; if your technology doesn't support this I expect you to use the chat room to post your contribution during the live class. Note: just being present in the zoom class does not mean participation!
- (2) If you are not able to actively participate in the live zoom session, you are required to make significant contribution to the Moodle discussion forum – I expect at a minimum 2-3 substantive postings for each one of the five course topics. These contributions must be done during the two-week time allocated to the respective topic.

Note that 15% of your grade is based on my evaluation of your participation in class and/or your overall participation in the discussion forums. If on any one week you are not in the live class and if you are not actively contributing to the discussion during that class, I expect you to contribute meaningfully in the respective topic's discussion forum in Moodle.

Teams: Given the very large class size and the lack of common locality, I will create teams randomly. Typical team size will be 4 students. Check team composition posted in Moodle (main course landing page). You are responsible for contacting your team members, organizing your teamwork collaboration and managing the teamwork outcome. I expect you to resolve team conflict on your own. However, I will support your decision to significantly downgrade or even "fire" team members who do not carry their weight via differential grading.

Note: All written assignments are due via Moodle drop box by the listed deadlines – make sure you keep track of those deadlines and manage your time accordingly. 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: <https://www.business.umt.edu/ethics/professional-conduct-code.php>. It is the student's responsibility to be familiar with the Student Conduct Code.

Written Case Reports

There are five cases, one for each course topic, for a total of 25% of your grade. I will provide questions for each case in advance in Moodle. Case write-ups are due BEFORE the scheduled class start. Guidelines:

- Answer my questions. 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 must be done on the case info not the additional info you may collect
- Analyze the issues – do not just describe them. Some case questions will ask you to take a position. Based on your analysis, decide 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, be concise and to the point, edit! Format professionally - bullet lists, tables, charts are all OK, but make sure they are easily read and interpreted.

Consulting Applications

You have a choice of pursuing TWO out of the four topics for which I will provide instructions for consulting applications. You are expected to identify a REAL organization that has a real problem related to the respective course topic. Among the team members I expect you will be able to locate such a situation though your

professional or personal network. Your team will act as a consultant to analyze and propose a solution for that problem, by using the frameworks and models covered in the respective course topic. You are required to write a report for your “client”. 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, application of learned models and theories, specificity, completeness, creativity, quantitative support (just creativity is not enough)
4. Professionalism

Guidelines will be provided for each topic. For this assignment I expect you to do your best to complete it as close to the topic schedule as possible. However, in fairness to all students, I will allow submissions until the end of the course, regardless of the timing of the topic.

Reading Quizzes

While I do not use exams in this course, you will have five reading quizzes, one for each topic. You have 1h to complete the quiz from the moment you open it in Moodle. The quizzes will be open for 2 weeks and close at the end of the topic time frame (Saturday midnight.) Make sure to manage your time accordingly as I will NOT reopen any quiz under any circumstance. You need to work individually on these quizzes but are free to keep your readings open.

Mission Statements and Assurance of Learning

The College of Business at the University of Montana creates transformative, integrated, and student-centric learning experiences, propelling our students to make immediate and sustained impact on business and society. We nurture our students’ innate work ethic to develop confident problem solvers and ethical decision makers. We pursue thought leadership and collectively create opportunities for a better life for our students, faculty, and staff.

COB Core Values:

- Students first: We educate the whole person
- Experiential learning: We create experiences that matter
- Thought leadership: We create rigorous and relevant knowledge
- Stewardship: We value people, planet and profit

As part of our assessment process and assurance-of-learning standards, the COB has adopted the following learning goals for our undergraduate students:

MBA graduates will demonstrate...

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.

Course Calendar and Topics

The readings and assignments will be posted in Moodle for each week. Make sure to check and do ALL assignments by the listed deadlines.

- Topic 1 (week 1-2, Jan 14-21): Marketing Strategy
 - Starbucks case – due Jan 21 before class start
 - Reading Quiz 1 – due Saturday Jan 23 midnight
- Topic 2 (week 3-4, Jan 28-Feb 4): Customer Value and Pricing
 - Atlantic Computers case – due Feb 4 before class start
 - Reading Quiz 2 – due Saturday Feb 6 midnight
- Topic 3 (week 5-6, Feb 11-18): Customer Management
 - CMR case – due Feb 18 before class start
 - Reading Quiz 3 – due Saturday Feb 20 midnight
- Topic 4 (week 7-8, Feb 25-Mar 4): Market Assessment and Position
 - Chase case – due Mar 4 before class start
 - Reading Quiz 4 – due Saturday Mar 6 midnight
- Topic 5 (week 9-10, Mar 11-18): Branding and Communication
 - Hubble case – due Mar 18 before class start
 - Reading Quiz 5 – due Saturday Mar 20 midnight
 - All consulting assignments are due Saturday Mar 20 midnight

Course Readings Packet Link (additional free articles will be posted in Moodle):

<https://hbsp.harvard.edu/import/789563>

- Topic 1: Marketing Reading 1: Framework for Marketing Strategy Formation
 - Case 1: Starbucks Driving Growth
- Topic 2: Marketing Reading 2: Creating Customer Value
 - Marketing Reading 3: Pricing Strategy
 - Case 2: Atlantic Computers
- Topic 3: Marketing Reading 4: Customer Management
 - Case 3: CMR Enterprises
- Topic 4: Marketing Reading 5: Segmentation and Targeting
 - Marketing Reading 6: Brand Positioning
 - Case 4: Chase Sapphire
- Topic 5: Marketing Reading 7: Brands and Brand Equity
 - Marketing Reading 8: Marketing Communications
 - Case 5: Hubble Contact Lenses