Marketing Management - MKTG 501
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Marketing management is a complex business function that requires both knowledge of and skill in strategy formulation and consideration of tactical implications. It necessitates a systematic and disciplined approach, which employs a combination of marketing tools, analytical skills, and logical reasoning. Marketing management, therefore, is not only about a marketing knowledge; it also implies a way of thinking.

This course is intended to introduce you to the essentials of marketing: how firms and consumers behave and what strategies and methods marketers can use to successfully operate in today's dynamic environment. Specifically, the course goals are:

- To define the strategic role of marketing in the firm.
- To introduce students to the key elements of marketing analysis and strategy.
- To provide sound conceptual and theoretical frameworks for analyzing marketing problems.

The course begins by establishing the foundations of marketing, and by outlining a framework for marketing management that highlights three interrelated activities: analysis, strategy, and tactics. The course introduces these concepts moving from the broad and the general, to the narrow and the specific. It begins at the analytical level, in service of understanding the customers, the company, and the competitive landscape (known as the 3 Cs). It then moves through strategy, which involves deciding on which consumers to serve and how to position the company in the competitive landscape (segmentation, targeting, and brand positioning - STP). We then explore the tactical decisions that marketers make, and how they relate to the motivations and choices of individual customers. The core tactical decisions that operationalize the company’s strategic positioning through the elements of the marketing mix are product, price, promotion, and place/channels of distribution (known as the 4 Ps).

Upon completion of the course, you will be able to:

- understand the core marketing concepts, including STP (segmentation, targeting, and positioning), branding, and the 4 Ps (product, place, price, and promotion);
- employ a systematic and disciplined approach for identifying, diagnosing, and solving marketing problems; and
• recommend appropriate analyses and frameworks to support marketing decision-making.

Course Organization
There are three main components of this course:

• **Class sessions**: Classes will involve a blend of lectures and case discussions. Students are expected to contribute to the class discussions based on their own business experiences, personal customer experiences, and their preparation of the required readings.

• **Teamwork**: A significant amount of the work for this course will be done in teams. Although this work is done entirely outside the classroom, students’ contributions to these efforts are considered an integral aspect of the course.

• **Individual work**: In addition to preparing for class sessions and team activities, students will do one assignment and the final exam on an individual basis.

Teams
As noted above, teamwork is an essential component of the course. To ensure equal participation on team projects, team members are requested to evaluate each other's performance using the Team Evaluation Form. This form is to be submitted anytime after the completion of the last team assignment and before the deadline for the final exam. If I don’t receive this form from you, I will assume that all members of your team (including you) participated equally in all team work throughout the quarter.

Final Exam
The final exam is an individual case analysis where you will answer specific questions and offer justifications for your answers. The case will be distributed in week 8. This is a take-home assignment. The grading criteria are the same as for cases discussed in class. The final exam is due before 6pm, first day of class in week 11 (finals week). Early submissions are welcome.

Course Readings
The course packet is required and will become available after our first class. Most of it is available through Harvard Business School Publishing. A few cases and readings are available through a pack supplement to be bought at EZ Copy and Print located at 4336, University Way (for things that HBSP does not carry). The readings for the first two classes will be emailed to you. In addition, readings and articles that are free of cost will be posted on the Canvas. Canvas
will have a module for each week which will feature a prep guide telling you how to prepare for that week.

When there is an assigned reading, you should come to class with a basic understanding of the concepts presented, as well as some ideas about how the concepts might apply to a marketing manager’s day-to-day decisions. Be prepared to build on the reading to move the class discussion forward. This may involve delving deeper into the concepts, or questioning the ideas presented in a productive way, or thinking about how the ideas apply to your company or to cases we have discussed in class. Some readings serve the purpose of presenting a framework or perspective that we will discuss in class. Other readings will constitute definitions and concepts and will serve as background information that the class will build on.

When there is an assigned case, you should come to class with a detailed understanding of the company problem described in the case. You should also develop some ideas for how this problem might be addressed. Unless otherwise directed, you should NOT look up cases and the companies online before we have discussed the case in class. Searching for ‘external’ information will undermine your learning experience and ability to extract most value from case discussions.


**Grading**

Each student's overall course grade will be based on the following:

- Class contribution: 10%
- Quantitative analysis (individual, week 3): 10%
- Ford KA case write-up (team, 800 words, week 6): 15%
- Unilever case write-up (team, 800 words, week 8): 15%
- Live Case Presentation (team, 7 minute presentation including Q&A, week 10): 20%
- Final exam (individual, due before Monday of finals week): 30%

All assignments are to be submitted to Canvas.
Case write-ups are graded on a scale from 0 to 15. The grades are interpreted as follows:

- 15.0  Inspired
- 14.0-14.9  Excellent
- 13.0-13.9  Very good
- 11.0-12.9  Good
- 9.0-10.9   Fair
- 7.0-8.9   Mediocre
- 5.0-6.9   Poor
- 3.0-4.9   Very poor
- 1.0-2.9   Terrible
- 0.0-.09  Abysmal

Grading class participation is necessarily subjective. You are evaluated on the quality of the contributions that you make to class discussions and not on the amount of "air time" you take up per se. Please note that you will not be evaluated on questions that you ask to clarify lecture or course material. Your completion of the case reading surveys and your teammates’ evaluation of your contributions to team work will also contribute in determining your class participation score.

The final grade for the class is “on the curve”. Keep in mind that your grade is not a perfect indicator of your potential marketing skills; it simply reflects your performance on the tasks outlined above.

Case Preparation, Write-Ups, and Presentation

Your teams will prepare two written deliverable case-write ups this quarter: Ford Ka, and Unilever. There will be additional cases assigned throughout the quarter as reading, and you should be prepared to discuss these in class, but there will be no additional written deliverables for these assigned readings.

Each time there is a case reading, you will be asked to complete a very short 2-3 minute survey by Noon on the day the assigned reading is due. You will not be graded on this survey.

Team Case Write-Ups: Written case analyses should be presented using the following four sections (800 words, and an additional two pages of appendices to support the analyses):

1. Diagnosis of the main business problem
2. Proposed strategy
3. Rationale behind your strategy recommendation
4. Tactical recommendations.

More details on this will be provided in class before the first case write-up is due.
**Team Final Project Presentation:** In addition, each team will find and solve a ‘live’ marketing case. A good case/problem should offer you the opportunity to analyze the 3 Cs and make a strategic recommendation (identify target or position for a stated target), and make tactical recommendations based on that strategy. I would discourage you from solving a problem that asks you to execute a tactical piece without an opportunity to recommend a strategy.

You could either (a) find a client (company, entrepreneur, non-profit) with a problem, (b) be your own or a team-mate’s client – start a company (one of your team-mates might have a start-up idea or a dream of opening a coffee shop in Nairobi), (c) solve some interesting marketing problem in the world today (e.g., How can Lyft grow? How can we encourage people to screen for lung cancer or depression?), or (d) ask me and I will give you a problem a solve. More directions on how to identify a ‘do-able in the scope of the class’ idea/project/problem will be discussed in class.

There will be two deliverable(s) to our class: (1) around week 5, you will informally share with the class what your final project will be about and how you plan to go about it, and (2) in the last week of classes, you will make a seven minute presentation about your problem and solution (inclusive of 2 mins of Q&A) at the end of the quarter. A copy of the presentation should be submitted to Canvas.

**Guest Speakers**

During the quarter, we expect to have several guest speakers. Guest speakers bring to life the practice of marketing management and give us a feel for the day-to-day decisions facing marketing managers.

**Attendance Policy**

- It is recommended that students attend every class session.
- Missing more than twenty percent of class sessions will lead to a grade adjustment by way of class participation (you cannot participate if you are not present). In previous years, I have observed that those who miss more than twenty percent of classes fare poorly on the final exam. Although, note that you are not graded on the number of classes you attend.
- Students are required to email their respective section TA each time they miss class prior to the class beginning. In case of emergencies, you can email us no later than two days after a missed class.

**Honor Code and Classroom Etiquette**

In addition to Foster’s Honor Code, the following rules apply to this class:
• Discussion cases may be prepared in teams or individually.
• Written cases are to be prepared by team members only. These cases are not to be discussed outside of the team.
• The final exam and other individual assignments should be done individually.
• Students should not use materials or deliverables from past years.
• To provide an optimal learning experience, students are discouraged from using laptops, tablets, or phones during class sessions and/or from eating noisy food (e.g., food in wrappers that make noise, chips, slurpies, etc.). If your use of an electronic device turns out to be distracting to the instructor or students, this could affect your class participation grade.