

## **MKTG 501 - Strategic Marketing Management**

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Office Hours: By appointment on Zoom

### **COURSE OVERVIEW**

Marketing is the organizational function responsible for engineering exchanges with customers. Marketing drives the organization's revenue line, and the exchanges with customers that it facilitates are the ultimate source of value for most all organizational resources. Your boss or CFO doesn't pay your salary. Your customers do. The course will provide you with a set of evidence-based theories, tools, and frameworks to create, communicate, and deliver unique or superior customer value so that you can capture a portion of this value back through the exchange process.

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. 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:

- Describe the marketing function and its importance to organizational success
- Understand core marketing concepts including STP (segmentation, targeting, and positioning), branding, and the 4 Ps (product, place, price, and promotion)
- Analyze a marketplace through the lens of a marketer
- Set marketing strategies

- Implement marketing strategy via the marketing mix

At the conclusion of the course you will be a better marketing decision maker, i.e., one who can recommend specific marketing actions that have a higher probability of achieving organizational goals by using a decision process that consumes fewer organizational resources. Even if you are not in a role with decision rights with respect to marketing strategies and tactics, you will be prepared to ask your colleagues insightful, compelling, and sometimes challenging questions about the marketing activities in which they have chosen to invest.

## **COURSE ORGANIZATION**

### **Course Time Commitment**

This 4-credit course requires approximately 8-12 hours of work per week. Please expect to spend more time when working towards larger assignments and live cases. For the list of topics, see the Course Front Page.

### **Preparing for class**

Each week has a page that lists all the materials, links, assignments, and preparation for that week. Follow the instructions on these weekly pages to prepare for class. The links to these weekly pages are linked into the weekly schedule on the Course Front Page.

### **Course Components**

There are four main components of this course:

- **Canvas Postings:** Canvas will facilitate the communication between faculty and students. Course materials and activities, assignments, discussion, as well as grades will all be posted on Canvas.
- **Class sessions:** Classes will involve a blend of short lectures and case discussions. Students are expected to contribute to the class/break out 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 mostly 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/Groups**

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 through out the quarter. This team work grade will be part of the class participation grade.

### **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 7. 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**

There is no required textbook for the course, In place of a textbook, we will use a set of readings and case studies as primary means of learning about the marketing function. Most of these cases and readings are available on Canvas, and some are compiled in a required course packet available through Harvard Business School Publishing (HBSP).

### **Preparing cases and readings**

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. In class, we may take only a few key ideas that are central of thinking about marketing strategy and build on them. Your group discussions are a good place to bring up ideas and concepts we have not talked about in class, but are of interest to you, or you are always welcome to set up a meeting with me to discuss areas of interest not covered in class.

When there is an assigned published 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.

For live cases, you are encouraged to use all external sources. Our business librarian Amanda Pirog is setting up resource pages for both live cases to get you started on your external sources.

### **Discussion Boards**

Each week has a Group Discussion Board relevant to that week's topic in Canvas to be completed **AFTER** class. Instructions for completing these required assignments are included within the discussion boards. Each week's discussion board is to be completed **AFTER** that week's class. While these boards are graded on a complete/incomplete criteria, you should make sure that the quality of your discussions is not consistent shallow. To help you gauge quality of discussion, a rubric is available here.

## **Communications Guidelines**

I encourage you to reach out at any point with questions, comments, or concerns regarding your learning experience in the course. It is often efficient to reach out in advance via email with suggested meeting times at which we can connect via Zoom or via phone. I enjoy exchanging ideas with students and welcome the chance to meet whenever our schedules align. Similarly, the TA is available to set virtual meetings at a time of mutual convenience to aid your learning experience.

## **GRADING**

### **Grading Procedure**

Grades reflect your performance on assignments and adherence to deadlines. The grading turnaround time will be approximately two weeks. Grades will be posted in the Gradebook on the course site. Due to the Family Education Records Privacy Act (FERPA), grades will not be disclosed via email or in any other public forum.

### **Rubrics**

Most of the graded work in this course includes a grading rubric which should both help you understand the requirements of the assignment are upfront, and give you detailed feedback about your performance and learning after the fact. Rubrics will be included within the assignment description. Team assignment rubric is available [here](#).

### **Submitting Assignments**

Instructions for submitting assignments are included with the assignment descriptions within the Canvas course site. Due dates for all graded work are included in the Course Calendar below, and described in the weekly page in the Canvas course.

### **Late or Missed Assignments**

Please notify the instructor BEFORE an assignment is due if an urgent situation arises and the assignment can't be submitted by the due date.

### **Class Participation**

Class participation (synchronous or asynchronous) is extremely important. The class should be a common learning experience. Thus, we want you to take ownership and initiative for the success of the class. It is critical that you arrive for each class fully prepared to lead the discussion if called upon. You should be able to demonstrate your understanding of the relevant issues and problems in the assigned readings and cases. Share your knowledge and help others understand your point of view. Some of the criteria we will use to judge the effectiveness of your participation include:

- Are you willing to participate? Are your comments relevant to the class discussion?
- Do your comments show evidence of appropriate, insightful analysis of the case?
- Are you a good listener as well as speaker? Can you play off of the comments of others?
- Are you willing to test new ideas? Or are all of your comments "safe"?

- Do you work well with others during group projects?

Activity	Score
Group Discussion Board Posts	150
Written Team Case Assignments (Datril (50 points), Ka (200), Unilever(250)) (i added these details here for clarification)	500
Live Team Case: OHA	300
Live Team Case: Minecraft	500
Class contributions (participation during zoom sessions and in break out groups, team member evaluations at the end of the quarter, individual participation in group discussions)	100
Individual Break-Even Analysis	50
Individual Final Exam	400
Total	2000

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.

### LIVE CASE PRESENTATIONS

Our class will work on TWO live cases this quarter! This means EVERY/EACH team works on both cases. I would not put you in the difficult spot of choosing one project! Your team will make presentations for both our clients. The client, the TA, and I will review your case presentations and provide a grade.

Live Project 1 - OHA Skincare

Live Project 2 – Minecraft

There will be two presentation weeks (week 6 for OHA and week 9 for Minecraft). All teams will present in both presentation weeks. For each presentation week, you will have two deliverables:

1. A One Page summary (pre-read) of your recommendation and rationale (due on the **Morning of the class for OHA**, and due **Friday morning before presentation** (this is highlighted because I updated this after the start of the quarter) for Minecraft):
2. A presentation and slide deck (due right before class): you will present on Zoom to the class. A copy of the presentation materials should be submitted to Canvas. This submitted presentation will have additional details and information that could not be covered in the presentation, but would help the client evaluate and adopt your recommendation. (This information may also help me see why you made choices and will aid my grading).

### GUEST SPEAKERS

During the quarter, we will have a wonderful guest speaker. Guest speakers bring to life the practice of marketing management and give us a feel for the day-to-day decisions facing marketing managers. I am excited for us to have a wonderful local CMO visit us this quarter!