

**Marketing Management**  
**MKT 6301.501**  
**Spring 2025**

**Instructor:** Dr. Sanjay Jain  
Professor and O.P. Jindal Distinguished Chair in Marketing  
Naveen Jindal School of Management

**Office:** JSOM 13.322

**E-mail:** sanjay.jain@utdallas.edu

**Voice:** (972) 883-5059

**Class Time:** Monday: 7:00-9:45 pm Room JSOM 12.214

**Office Hours:** Tuesday: 5:00 pm or by appointment.

**COURSE OBJECTIVES**

- This course is designed to provide graduate students with a broad view of marketing and the role marketing plays in the business world. It is hoped that the student will gain an initial understanding of the theoretical foundations, challenges, opportunities, and limitations of marketing. The primary objectives of this course are:
  - to provide students with a better understanding of marketing concepts, strategies, and tactics in our dynamic, highly competitive, global economy.
  - to provide necessary background information for students to pursue further marketing study successfully.
  - to provide students specializing in other areas with basic marketing knowledge.
  - Apply analytical reasoning and quantitative analysis skills to solve marketing-related problems.

**COURSE POLICIES**

- Read the assigned case and readings *before* each class.
- Come to all class sessions and arrive on time.
- Actively participate in class discussions.
- Submit assignments on time. *The assignments need to be submitted on e-learning. There will be a penalty for late submissions.*
- Ask questions about things you don't understand as soon as possible. Do NOT wait till the day before the exam.

- In case of emergencies, initiate contact with the instructor about what is covered in the class you missed. **It is your responsibility to ensure you understand the materials you missed.**

#### **Class Attendance:**

- **No absence will be excused without an official document (e.g., a doctor's note).**  
If you have questions about this requirement, please talk to the instructor immediately. Unexcused absences will significantly affect your grade.
- Late arrival and early departure are very disruptive to the class. Late arrival and earlier departure will be marked on the attendance sheet.
- Students will be cold-called to answer questions. Failure to answer a question satisfactorily will negatively affect your participation score.
- Merely sitting in the class does **not** count for participation. What counts is your contribution to class discussions that reflect your reading *and* understanding of the cases. Please refer to the case participation section for details.
- **Please note that chatting, texting, leaving in the middle of the class will give you a participation grade of -1 for that day.**

#### **About Case Method:**

Case studies allow marketing students to take “textbook knowledge” and apply it to real marketing problems or issues. Case discussion in this course will approach marketing from a managerial perspective. You should leave this class with enhanced abilities to recognize critical marketing issues and react accordingly. A serious study of the cases used in the class will strengthen your marketing-related analytical skills and make them more valuable to a current or future employer and the general marketplace.

An important aspect of cases is that no "right" solution exists. There are, however, *strong* versus *weak* solutions based on the degree to which appropriate analytical reasoning was used in evaluating the situation portrayed in each case. We will discuss several case analysis strategies; however, the most important strategy is reading the case thoroughly and analyzing problems and potential solutions. **Briefly skimming the case before coming to class will likely reduce your participation grade and limit your learning for that class session.**

The nature of case discussions is that the instructor and fellow students often challenge student comments. Of course, this also happens in the business world, but your job may be on the line when it happens there. Use this opportunity to explore your analytical reasoning and communication skills. If you firmly stand by your point, communicate that to the instructor and fellow students, but have sound reasoning (preferably data) to support your position. If you find that you may have been in error, retreat accordingly and be quick to reformulate your thinking to include any changes to your position. The cases for this course should give you ample opportunities to develop those skills with respect to marketing-related issues.

### **Case Participation:**

For cases, much of the learning process occurs during your preparation for, participation in, and reflection on class discussion. You should *always* come to class prepared to discuss the case assigned for that class period. By discuss, this does not mean that you have one or two generic questions that you ask to make it look like you read the material. It means to be prepared to answer questions about the case as if you were going to answer questions from a client or your CEO — that is, be prepared as if your job depended on it (it likely will someday).

During a case discussion, the instructor will randomly call on individuals to answer questions regarding the case or the analysis of the case. You may also be asked to question your colleagues (i.e., classmates) regarding specific points of the assigned case. Thus, you must prepare in advance so that you may present your ideas concerning the assigned case, as well as question others about their ideas. Consider this to be preparation for what awaits you in your future careers.

Unsolicited participation is strongly encouraged. Much of the class time will be structured such that communication from and between students is facilitated. Do not let these learning opportunities evade you. If you have questions concerning the material in the cases or marketing issues in general, please ask them. Also, if you have relevant comments concerning the topic being covered, the assigned case, or even current issues in marketing, they are welcome. This is your class; get the most out of it.

### Group Case Write-Ups

**Before the case discussion** in each class (except for the first case, Dell Online), please submit a group case write-up. The case write-ups should be written in essay form, although some bullet points or numbered lists are acceptable. Details of calculations (if appropriate) may be presented as a worksheet exhibit (which does not count towards the page limit). Some directions for the group case write-up:

1. The discussion questions in the syllabus are meant to help you prepare the case. Unless specifically asked, do not answer these discussion questions in the case write-up. For each case write-up, the detailed schedule in the syllabus specifies which questions you should address in your write-up. Please address those.
2. Most cases have a decision focus.
  - a. Clearly write your recommendation. Avoid deferring the decision by asking for more marketing research. Look at the questions for each case on the syllabus, which might help you decide how to approach the case and consider the main issues.
  - b. Justify your recommendation by specifying the key arguments in favor of your recommendation. You need to use case facts here to bolster your arguments.
  - c. Suggest an action plan to address some of your proposed approach's objections.

3. Do not repeat information from the case unless used to support your recommendations.

### Marketing Project

Each group will select a new product (or service) idea and develop a marketing plan. The product/service should be one that does not already exist commercially in the market in that form.

At the minimum, the report should contain the following:

1. An introduction and a description of the product/service.
2. Problem definition: What need do you aim to satisfy?  
*Talking to potential consumers may be useful here.*
3. Situation analysis:
  - a. What is currently available in the market to satisfy the need?
  - b. What are the problems/deficiencies, and why is there a need for a new product?
  - c. Who is the potential target market?
  - d. State the assumptions about your company, i.e., whether you are a startup or an established company etc.

*This might require you to conduct data analysis using library databases or information available on the internet.*

4. Potential market in terms of dollars, profits, and sales:
  - a. You will need to think about the total size of the industry.
  - b. Brief description of what assumptions you made and how you arrived at these numbers.

*Consider using surveys to estimate the demand and to modify your current ideas. We will discuss this when we talk about concept testing in class. The surveys could also be helpful in designing your market plan.*

5. Marketing plan for the introduction of the product/service into the market:
  - Product: Brand name, package, etc.
  - Promotion: Message targeted to? Media (TV, Radio, Print, social media) to be used, etc.
  - Distribution.
  - Price: Include any discounts, promotions, incentives, etc.
  - Time frame, national or regional rollout.
  - Limitations or potential threats to success. (e.g., what if a big company copies the new product? etc.).

## **Evaluation of the Group Marketing Plan Presentations**

1. Is the idea intuitively appealing? Is it sufficiently superior to existing comparable products? How do you evaluate the idea based on novelty, creativity, etc.?
2. Would investors invest money in the project? Either as a financial institution or as a member of the company's board of directors.
3. How likely is this product to succeed?
4. Is the presentation interesting? Engaging?
5. Clarity and organization of the presentation.
6. Were the visuals and financials presented clearly?
7. How well are the class questions answered?

### **Peer Evaluation**

Each student must submit two peer evaluation forms to ensure that all group members contribute to the group assignments and group project. Your ratings on the peer evaluation forms will affect your group project and assignment grade.

## **GRADING**

The course grade will be determined using the following formula:

Two Exams	50%
Group Case Write-up	10%
Online Quiz completion	5%
Daily Class Participation	10%
Project	25%

## **COURSE MATERIALS**

Course Packet: Contains cases and required readings. The course material can be ordered using the following link:

<https://hbsp.harvard.edu/import/1250462>

Once you click on the link, you will be asked to register as a student. After you have ordered the course pack, you can immediately access the material and print it. *I would strongly encourage you to print the material. You need to bring the cases to class the day they are discussed.* If you prefer to have the course pack printed and sent to you, you

can also do that on the website. Note that there is an optional audio version of the Starbucks case, which you do not need to order.

Optional Textbook: MKTG Principles of Marketing, Lamb, Hair and McDaniel, 13<sup>th</sup> edition (or other versions). The book may be useful as a reference to complement the lectures.

### **Course Grades, Make-Ups, and Academic Honesty**

***Make-Ups:*** Make-up exams will *only* be given if a university-excused absence is provided to the instructor. Please also note that it is your responsibility to provide proper documentation to substantiate that your absence is excused in a timely manner.

***Extra Credit:*** There is no provision of extra credit assignments in case of poor performance. Therefore, please make sure that you do consistently well throughout the course.

***Academic Honesty:*** The Comet Creed states

“As a Comet, I pledge honesty, integrity, and service in all that I do.”

Please think about what this honor code means, and let it shape and guide your behavior.

### **UT Dallas Syllabus Policies and Procedures**

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus. Please go to <http://go.utdallas.edu/syllabus-policies> for these policies.

**The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.**

## Detailed Schedule

### Jan 27: Introduction, SWOT, and Marketing Environment

1. **Form Teams**
2. **Submit** Profile Sheet

### February 3: Dell Online

1. **Prepare Case:** Dell On-Line. Some questions that you should consider are:
  - a. How would you rate the computer industry in 1990s?
  - b. Do you think Dell is successful? Why?
  - c. How would you judge Dell's Online success?
  - d. What advantage does Dell derive from its Online success? Is it a big deal?
    - i. Hint: Use Tables D and E to determine cost savings.
    - ii. Can you determine the savings from salesperson efficiency? Are there any other savings?
  - e. How substantial and sustainable are these advantages in comparison to its competitors? Which of Dell's competitors should it worry about? Why?

### February 10: Understanding Consumer Behavior and Customer Relationship Management

1. **Submit Project Proposal** (This is not graded but is needed to ensure the project is feasible.). The project should include the details of the following:
  - a. Describe the main idea and the product's benefits to the consumers.
  - b. Who are the customers who are likely to buy the product?
  - c. Conduct some research to see whether similar products exist and how you will differentiate.
  - d. You should also consider whether you have easy access to the target segment since you may want to talk to them. Also, as discussed in the class, avoid network products.

### February 17: Starbucks and Segmentation and Positioning

1. **Prepare Case:** Starbucks: Delivering Customer Service. Some questions that you should consider are:
  - a. What factors accounted for the success of Starbucks in the 1990s?
  - b. Do you believe that Starbucks is currently facing a problem?
  - c. How does Starbucks in 2002 differ from that in 1992?
  - d. Describe the ideal Starbucks customer from a profitability standpoint. What would it take to ensure that this customer is highly satisfied? How valuable is a satisfied customer for Starbucks? (Hint: Use Exhibit 9)

- e. Should Starbucks make the \$40 million investment in labor in the stores?  
What's the goal of the investment?
2. **Submit** Group Case write-up. **Focus on answering whether Starbucks should invest the \$40 million or do something else and justify your recommendations.** Please do not repeat information from the case unless it is relevant to your recommendation.

#### February 24: Marketing Research and Exam Review

1. **Complete quizzes** on e-learning. The quizzes cover material till Exam 1 and are graded for completion. The quizzes will be unavailable after Exam 1.

#### March 3: Exam 1

The exam will be held in the Testing Center from 6:30 pm – 9:00 pm. The duration of the exam will be 90 minutes.

- review the [Student Guidelines](#) prior to taking the exam at the center
- register for the exam via this link <https://ets.utdallas.edu/testing-center/>
- **You must reserve your seat online through RegisterBlast (exam scheduling tool) no later than 48 hours prior to the exam time.** Please note that there are no walk-ins.

#### March 10: Product Strategy and New Product Development

#### March 24: New Product Development and Aqualisa Quartz Case

1. **Prepare** Case: Aqualisa Quartz: Simply a Better Shower. Some questions that you should consider are:
  - a. What is the Quartz value proposition to plumbers? To consumers?
  - b. Why is the Quartz not selling?
  - c. Aqualisa spent three years and £5.8 million developing the Quartz. Was the product worth the investment? Is it a niche product or a mainstream product?
  - d. Aqualisa currently has three brands. Does this multiple-brand strategy make sense?
  - e. What should Rawlinson do to generate sales momentum for the Quartz product? Should he change his strategy to target consumers directly, target the DIY market, or target developers? Should he lower the price? Or should he do something different altogether?
2. **Submit:** Group Case write-up. **Please focus on answering part e above and justify your recommendations.**
3. **Submit:** Peer Evaluation Form

#### March 31: Channels and THE YES case

1. **Prepare** Case: THE YES: Reimagining the Future of e-Commerce with Artificial Intelligence. Some questions that you should consider are:

- a. What do early results indicate about product/market fit?
  - b. Based on their similarities and differences, how would you further prioritize the app to better appeal to Fashionistas/ Fashion Followers? Is it possible or desirable to try to satisfy both? If yes, how? If not, which one would you prioritize?
  - c. Should the company invest in improving the algorithm's performance to improve customer satisfaction before they begin pouring money into paid media?
  - d. Which of the monetization strategies proposed in the case should the company pursue?
  - e. How do you think THE YES will impact the future of retail?
2. **Submit:** Group Case write-up. **Focus on answering parts b, c, and d above. Justify your answers.**

#### April 7: Promotion and Hubble Contact Lenses Case

1. **Prepare** Case: Hubble Contact Lenses: Data Driven Direct-to-Consumer Marketing. Some questions that you should consider are:
  - a. Evaluate Hubble's current business model. Would you invest in their current fundraising round?
  - b. How efficiently does Hubble acquire and retain customers?
  - c. What is the role of offline and online advertising in acquiring Hubble customers? Evaluate the following decisions facing Hubble regarding online versus offline media allocation:
    - i. As of April 2018, Hubble allocated 78% of its paid media spending to online advertising and 22% to traditional channels. Is this budget allocation appropriate?
    - ii. Based on the results of the TV campaigns, would you recommend that Hubble switch some of its spending to TV?
    - iii. Should Hubble continue to spend the bulk of its budget on reaching new consumers, or should it reallocate some of that spending to those who have already been exposed to its ads?
  - d. As Hubble prepares to scale its business, which of the options should they prioritize: expand the product line, move beyond DTC, or expand internationally?
2. **Submit** Group Case write-up. **Please focus on answering parts c and d above.**

#### April 14: Pricing and Ethics

#### April 21: Medicines Company Case and Course Review

1. **Prepare** Case: The Medicines Company. Some questions that you should consider are:
  - a. What is the value of Angiomax for a hospital?
  - b. What price would you choose for a dose of Angiomax? Why?

- c. What do you think the adoption profile will look like for Angiomax? Will it be an easy sell or a tough sell?
  - d. What can Medicines company do to encourage the adoption of Angiomax?
2. **Submit** Group Case write-up. **Please focus on answering the price you would charge and why.**
  3. **Complete quizzes** on e-learning. The quizzes are graded for completion. The quizzes will be unavailable after Exam 2.

April 28: Project Presentations

**Submit:** Report for the project and a copy of your presentation on e-learning before class on April 28 **by 6:45 pm.**

**Submit:** Peer Evaluation Form

May 5<sup>th</sup>: Exam II

The exam will be held in the Testing Center from 6:30 pm – 9:00 pm. The duration of the exam will be 90 minutes.

- review the [Student Guidelines](#) prior to taking the exam at the center
- register for the exam via this link <https://ets.utdallas.edu/testing-center/>
- **You must reserve your seat online through RegisterBlast (exam scheduling tool) no later than 48 hours prior to the exam time.** Please note that there are no walk-ins.

## PEER EVALUATION FORM (Fillable pdf available on e-learning)

### Peer Evaluation Form for MKT6301 Group

The purpose of this form is to allow you to evaluate the relative contribution of the members of your group to the group assignments and the group project.

Ratings of “I” or “F” will be used to adjust final scores for each group member. A student can get a 0 for group work if the ratings reflect no usable contribution. The instructor reserves the right to adjust and/or discard evaluations that are questionable or based on personality conflicts. Please use the scale shown below:

#### Rating scale

**A.** Acceptable: No major issues, contributed work: no point deduction

**I.** Inadequate: There were significant issues. For example, the student did not attend most of the meetings and/or contributed poor quality work and/or submitted late work and/or not enough volume of work:

**F.** No usable contribution. The student did not contribute any work that could be used in the project.

<b>Enter the name of each group member, yourself first, below.</b>	<b>Rate the member's contribution on the A, I or F scale:</b>	<b>Please provide some justification for your rating below, <u>particularly if you rated a team member as a I or F.</u> Use the comments below if needed</b>

#### *Comments:*