

**Marketing Management**  
**MKT 6301.503**  
**Spring 2017**

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**Class Time:** M: 7:00-9:45pm Room JSOM2.112  
**Office Hours:** W: 12:00 pm – 2:00 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 successfully pursue further marketing study;
  - 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.
- Hand in assignments on time.
- Ask questions on things that you don't understand as soon as possible. Do NOT wait till the day before the exam.

- In case of emergencies, initiate the contact with the instructor about what is covered in the class you missed. BUT IT IS YOUR RESPONSIBILITY TO MAKE SURE THAT 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 section of Case Participation 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 provide marketing students with an opportunity to take “textbook knowledge” and apply it to a 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. Serious study of the cases used in the class will strengthen your marketing-related analytical skills and make these skills more valuable to a current or future employer, and to the marketplace in general.

An important aspect of cases is that there is no "right" solution. 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 to read the case thoroughly and spend time analyzing problems and potential solutions. **Briefly skimming the case before coming to class will likely reduce your participation grade, as well as limit your learning for that class session.**

It is the nature of case discussions that comments made by students are often challenged by the instructor, as well as by fellow students. Of course, this also happens in the business world, but when it happens there, your job may be on the line. Use this opportunity to explore your analytical reasoning and communication skills. If you firmly stand by your point, be sure to communicate that to the instructor and your fellow students, but be sure to have sound reasoning (preferably data) to back up 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:

With respect to 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 from 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 certain points of the assigned case. Thus, it is critical that you prepare in advance so that you may present your ideas concerning the assigned case, as well as question others on 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. These are short notes (**up to 3 pages** plus exhibits if needed, 1.5-spacing 12pt) that address the questions raised about the case (see questions at the end of syllabus) in an essay format. The case write-ups should be written in an 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). The questions posted should be answered within the write-ups, but should not be used as headings.

## Marketing Project

Each group will select a new product (or service) idea and develop a marketing plan for it. 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 is the need that you aim to satisfy?
3. Situation analysis:  
What is currently available in the market to satisfy the need?  
What are the problems/deficiencies and why is there a need for a new product?  
Who is the potential target market?  
State the assumptions about your company i.e., whether you are a startup company or an established company, etc.
4. Potential market in terms of dollars, profits and sales:  
Brief description of what assumptions you made and how you arrived at these numbers.
5. Marketing plan for the introduction of the product/service into the mkt:  
Product: Brand name, package, etc.  
Promotion: Message, targeted to? Media (TV, Radio, Print) to be used, etc.  
Distribution.  
Price: Include any discounts, promotions, incentives, etc.  
Time frame, national or regional rollout.  
Limitations or potential threats to success. (eg: 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 on novelty, creativity, etc?
2. Would investors invest money in the project? Either as a financial institution or as a member of the board of directors of the company.
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**

In order to ensure that all group members contribute to the group assignments and group project, each student needs to submit two peer evaluation forms. 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 (3% x 5)	15%
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 <http://cb.hbsp.harvard.edu/cbmp/access/57726090>. Once you click on the link, you will be asked to register as a student. After you have ordered the course-pack you will have immediate access to the material and you can 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 versions of Starbucks case which you do not need to order.

Textbook: MKTG Principles of Marketing, Lamb, Hair and McDaniel, 10<sup>th</sup> edition. The book should be available in the bookstore. You can also buy it on Amazon. *I am ok if you buy the earlier edition which would be the cheaper option.*

## **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.

***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.

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

## **Detailed Schedule**

### **Jan 9: Introduction, SWOT and Marketing Environment**

1. **Read:** Chapter 1 and 2.
2. **Form Teams**

### **Jan 23<sup>rd</sup>: 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 Table 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?

### **Jan 30<sup>th</sup>: Understanding Consumer Behavior and Customer Relationship Management**

1. **Read:** Chapter 6.
2. **Submit:** Project Proposal (you need to describe your main idea. This is not graded but it is needed to ensure that the project is feasible. You are welcome to submit more than one idea.

### **February 6<sup>th</sup>: 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 of 2002 differ from that of 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.
3. **Read:** Chapter 8.

### **February 13<sup>th</sup>: Marketing Research Exam Review**

1. **Read:** Chapter 9

### February 20<sup>th</sup>: Exam 1

### February 27<sup>th</sup>: Product Strategy and Branding

1. **Read:** Chapter 10, 12.
2. **Prepare** Case: P&G Lenor Packaging. Some questions that you should consider are:
  - a. What are the major reasons for P&G sales decline?
  - b. Evaluate P&G's alternatives. What are the risks and rewards associated with each?
  - c. What are the economics of your recommendation? Hint: You may want to look at Exhibits 6 and 7 to determine profitability.
  - d. If the refill package option is chosen, should P&G use the Lenor brand name?
4. **Submit:** Group Case write-up.

### March 6<sup>th</sup>: New Product Development

1. **Read:** Chapter 11.

### March 20<sup>th</sup>: Channels

1. **Read:** Chapter 14.
2. **Prepare** Case: HEB Own Brands. Some questions that you should consider are:
  1. What is your recommendation on Glacia?
  2. How should Own Brands respond to competitive price promotions? When should they follow? What about national promotions?
  3. What is the role of H-E-B and Hill Country Fare as Own Brand labels? How should these be positioned with respect to other brands in the category?
  4. What is the role of Own Brands in H-E-B's overall corporate strategy? Why is it important? Should it be scaled up or down? If so, in what products or what product categories?
3. **Submit:** Group Case write-up.
4. **Submit:** Peer Evaluation Form

### March 27<sup>th</sup>: Marketing Communications

1. **Read:** Chapter 15, 16
2. **Prepare** Case: Launching the BMW Z3 Roadster. Some questions that you should consider are:
  - a. How is non-traditional marketing different from traditional marketing? (Hint: You may want to think about the Hierarchy of Effects Model).

- b. What factors underlie BMW's desire to shift to "non traditional" marketing venue for the Z3 launch?
  - c. McDowell claims that he will never go back to traditional marketing after getting a taste of non-traditional venue. Do you agree?
  - d. Was the Z3 launch successful? How do you know?
3. **Submit:** Group Case write-up

April 3<sup>rd</sup>: Pricing

Read: Chapter 19

April 10<sup>th</sup>: Pricing and Exam 2 Review

1. **Prepare** Case: The Medicines Company. Some questions that you should consider are:
  - a. What is the value of Angiomax to a hospital?
  - b. What price would you choose for a dose of Angiomax? Why?
  - c. What do you think the adoption profile will look for Angiomax? Will it be an easy sell or a tough sell?
  - d. What can Medicines company do to encourage adoption of Angiomax?
2. **Submit:** Group Case write-up

April 17<sup>th</sup>: Exam II

April 24<sup>th</sup>: Project Presentations

**Submit:** Report for the project and a copy of your presentation before class. **Due at the beginning of the class.**

**Submit:** Peer Evaluation Forms



## PEER EVALUATION FORM

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 group project. In making your evaluation, you should divide 100 points among the members of the group, **other than yourself**. Thus, the total in each column should be 100.

TEAM MEMBERS	OVERALL CONTRIBUTION
<i>Your Name:</i>	Please do not evaluate yourself.
<i>Other Team members:</i>	
<b>Total</b>	<b>100</b>

*Please check that the total adds up to 100.*

**Comments:**