

BA 381T –Marketing Management
DFW MBA - Spring 2013

<u>Instructor</u>	<u>TA</u>
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Course Objectives and Overview:

Marketing is about aligning a firm’s activities with its customers so as to produce mutually beneficial exchanges. The basic idea is to create value for customers and allow the firm to extract a portion of it. This involves well-known tactical elements such as product design, pricing, advertising, and distribution decisions. But, equally if not more importantly, it also includes the identification of opportunities and threats in relation to the firm’s current capabilities, the selection of markets and customers, and the crafting of the fundamental value proposition. This latter role of marketing automatically feeds into the firm’s strategic direction. Hence, marketing is best seen as a general management responsibility in addition to its role as a functional area within the firm.

BA 381T provides an overview of marketing concepts and, as such, is applicable for professionals engaged in any type of business. The basic framework that is developed during the course can be the foundation for marketing decisions in the marketing of either physical goods or services to either consumers or businesses.

The overall objective of the course is to introduce you to the marketing decisions in an organization and teach you to think like a marketer. To this end, we will:

- Introduce you to key marketing ideas and phenomena, especially the core theme of delivering unique and valued benefits to customers.
- Explore the strategic role of marketing
- Develop your skills in marketing analysis and planning.
- Familiarize you with the tactics of marketing (product strategy, pricing, advertising, other communications, distribution policy, etc.) and enhance your problem solving and decision making abilities in these areas.

Course Structure:

The course has been structured around 3 modules. The first module focuses on analyzing the marketing situation and identifying and selecting broad opportunities for growth. The next module addresses the fundamental marketing strategy steps of selecting which customers the firm will serve, the specific value proposition that it will design, and performance objectives that it intends to achieve. The third module looks at the steps involved in giving shape to this value proposition and delivering it successfully in the marketplace with an emphasis on achieving high customer satisfaction and retention.

We will rely heavily on case analysis complemented with lectures and discussions of assigned readings. Analysis of the business cases will help you to develop skills in marketing problem-solving. The introductory note on “The Case Method in Marketing” (available on Blackboard) should be helpful in this regard. The classroom environment will be very interactive, so prepare to get involved. Your contribution to the learning of the other students in the class is very important and will also count toward your course grade.

During this course, you will develop a high tolerance for ambiguity. There are usually no right and no wrong answers to marketing problems, just some that may be better than others. There are no simple (or even complex) formulae in which to plug numbers and secure the right answer. Instead, you will learn to approach complex and unstructured problems in a creative yet measured way.

Materials:

1. Capon, Noel, with James M. Hulbert, **Managing Marketing in the 21st Century**, 3rd edition, Wessex, 2013.
This will serve as the course text book and we expect to cover most of it during the course.
2. **Case packet** – distributed by the McCombs program office. Also posted on BB under ‘Cases’ and ‘Articles’.
3. Selected **additional readings** (optional reading, often available electronically through UT Library/Online Journals) will periodically be assigned during the course.

Course Procedures:**Teams:**

For most of the case write-ups and assignments, you will need to be in a 4 person team. Please self-select your team members and submit the names to me via email **latest by January 6th**, although the earlier the better. We’ll assign each team a number and these team numbers will be critical for all team submissions.

Blackboard (<http://courses.utexas.edu>):

Blackboard (BB) will serve as the central distribution/communication vehicle for this course. The ‘Class Sessions’ folder will contain folders for each weekend’s classes. Please check the folder for pre-session readings, PowerPoint slides (if any) for the session, as well as other session-related materials. The slides will not always be complete – they may need to be annotated during the lectures. In the spirit of continuous improvement, the slides may also be changed. If I make dramatic changes I will try to bring new copies to the class.

In order to ensure that you receive all the emails sent out through Blackboard, please update your email address on UTDirect (www.utdirect.utexas.edu).

Grading and Course Requirements:

Item	Weight
“Financial Analysis for Marketing Decisions” (due via BB on January 13 th) – individual HW assignment	10%
Case briefs and other periodic assignments – group	25%
Case write-up (full report) – group	25%
Quizzes	10%
Final Exam	20%
Class contribution & preparation <ul style="list-style-type: none"> • <i>contribution evaluation will be done by group members, other students in the class, and by the instructor</i> 	10%
Total	100%

Final grades will be established by rank in class, not the absolute number of points. There is no predetermined letter-grade distribution and the class’ overall performance will be used to set cut-offs for the letter grades.

Financial Analysis for Marketing Decisions:

An **individual** home-work assignment on financial analysis for marketing decisions is due by **January 13th**. The concepts underlying this assignment are explained in (i) the reading “Financial Analysis for Marketing Decisions” (posted on BB under “Articles”) and chapter 2 of the text book. The assignment is available on BB (under “Assignments”).

The assignment should be submitted via BB. Specific instructions listed in the assignment such as format, file naming guidelines, etc. must be followed. **Failure to do so will create unnecessary logistical hassles for us and will result in a penalty for you.**

Group Case Briefs

Preparation questions and/or group tasks for each assigned case will be posted on Blackboard ('Cases' folder). In most instances, your team will be asked to submit a brief response to the case (1-2 pages/ slides/exhibits related to a specific aspect of the case). **Submit your group's case brief via email by midnight on the Wednesday prior to class.**

The brief is intended simply to ensure that you've discussed the case within your group and that all participants are prepared to contribute to the case discussion. I recommend against treating these briefs as something to be rotated within the team. Instead, they should reflect the outcome of discussions within the team. The briefs will be scored as Acceptable (B+), Weak (B-), or Exceptional (A) with very limited feedback.

The filename and the email's subject line should both be: "Team#_Casename_Sp13" (example: 1E_MicroFridge_Sp13.pdf where 1E is the team number and MicroFridge is the main element in the case title). Also make sure that you include appropriate identification information in the header. There is no need for a cover page.

Other Group Exercises:

From time to time, I'll ask the teams to engage in small exercises, either within class or as a home-work assignment. Details for these will be posted on BB in the "Assignments" folder.

Group Case Write-up (full report):

One group case write-up will be due during the semester. The case write-up must represent a complete analysis of the case including an exhaustive analysis of the business & marketing situation, the identification of the main issue areas and the underlying problem including objectives and desired outcomes, an evaluation of alternative courses of action using explicit criteria, a recommended solution and a brief discussion of likely implementation issues. Please note that your analysis must be based only on the case facts – i.e. you should not do any outside research to support your analysis.

Refer to the introductory note "Case Method in Marketing" (posted on Blackboard: 'Cases → Guide to Case Analysis') for a general outline. Two sample case write-ups have also been posted in this folder. The grading guide for the case write-ups will also be posted on Blackboard and you are strongly urged to bear it in mind as you prepare your submission.

Format and Submission Requirements:

- Submit as either an Adobe Acrobat file or as a MS Word file.
- Cover page plus 6-8 pages (max) of narrative + 3 pages (max) of optional exhibits, double-spaced, 11 or 12 pt. Font, 1-inch margins.
- If you include exhibits, please ensure that each exhibit is referenced in the text and also has a few summary notes with it to point out what it is you would like us to take-away from the exhibit.
- The filename and the email's subject line should both be: "*Team#_Casename_Sp13*".
- Also make sure that you include appropriate identification information in the header on each page of your submission.

The case write-up is due at the same time as case briefs – by Wednesday.

Quizzes

There will be multiple brief quizzes during class sessions. Relevant content for the quizzes will include the readings and the cases assigned for that weekend's classes.

Final Exam

An in-class final exam is scheduled for the afternoon of March 23rd (both cohorts together). The exam will cover case analysis as well as brief essay-type and numerical questions based on material covered during the course.

Class Contribution:

This element of the grade depends on the quality of your preparation and contributions. Highly valued contributions include asking insightful questions about lecture material or assigned chapters and readings, redirecting a case discussion when the current point has been adequately covered, providing an appropriate quantitative analysis, summarizing and/or reconciling previous comments, and drawing generic learning points from a particular case or class discussion. The quality of your contributions will be gauged by your group members, by other students, and by me.

I expect that you'll have read the assigned text chapters and other articles prior to class and be prepared to engage fully in the class and in case discussions. In general, lectures will not duplicate the text material; instead they will supplement and embellish the text and offer alternative viewpoints.

Re-grade requests

If you believe that we assigned too little credit for your work, you may submit your work for a re-grade under the following restrictions. (1) All re-grade requests must be submitted with a clear, written statement that explains why you believe the original grade was incorrect. (2) All requests for re-grades must be submitted within 14 days of when the graded work is returned. (3) We will re-grade the entire assignment, and if we were overly generous we will deduct points. Thus, your grade can go up or down on a re-grade.

Course Policies

- Unless otherwise mentioned, you are responsible for all the materials assigned in the course whether or not that material is covered in the class.
- **Use of laptop computers is prohibited during class sessions** – unless explicitly required and permitted for a specific class activity.
- **All students are expected to act within and uphold the Honor Code fully.**

PLEASE USE YOUR NAME CARDS FOR EVERY CLASS SESSION

Thank you for taking the course and I look forward to working together.

Course Schedule – Dallas MBA – Spring 2013

Note: Changes in the schedule or assigned readings will be communicated to you ahead of the affected classes.

Weekend #/Dates	Session Topic(s)	Readings & Deliverables
1 Jan 4-5	A Framework for Effective Marketing <ul style="list-style-type: none"> The Marketing Function & Philosophy 5Cs-STP-Ps as a marketing framework The “Customer Lifetime Value” perspective Marketing of Innovations – opportunities and challenges 	<ul style="list-style-type: none"> Relevant Text Chapters 1, 2, 14 (pages 369-370) Article: “The Case Method in Marketing Management” (posted on Blackboard: Cases → Guide to Case Analysis) Case: The Black & Decker Corp. (A): Power Tools Division Case: Aqualisa Quartz: Simply a Better Shower
2 Jan 11-12	Market Analysis and Customer Insights <ul style="list-style-type: none"> Markets – lifecycle, structure, competition Techniques for gathering insights Buyer behavior Conjoint analysis 	<ul style="list-style-type: none"> Relevant Text Chapters 3-4, browse through 5 & 6 Article: “How Increasing Value to Customers Improves Business Results” Article: “A Practical Guide to Conjoint Analysis” Case: SaleSoft, Inc. (A)
Jan 13	SUBMIT (via BB): HW Assignment on “Financial Analysis for Marketing Decisions”. See syllabus for details	
3 Jan 25-26	Customer Insights; Segmentation & Target Selection <ul style="list-style-type: none"> Linking products to consumers Segmentation and Targeting 	<ul style="list-style-type: none"> Relevant Text Chapters 7-8 Case: Portland Trail Blazers Case: Ford Ka
4 Feb 8-9 (Joint session with both cohorts)	Creating Value: Product Policy & Branding <ul style="list-style-type: none"> Product positioning Managing the product portfolio Brand Meaning and Value 	<ul style="list-style-type: none"> Relevant Text Chapters 9-11, browse through 12 Case: "Kingsford Charcoal" Case: “Habitat for Humanity International: Brand Valuation
5 Feb 22-23	Delivering Value <ul style="list-style-type: none"> Integrated communications Distribution Channels 	<ul style="list-style-type: none"> Relevant Text Chapters 15-16, 18 Case: Propecia: Helping Make Hair Loss History Case: Natureview Farms
6 Mar 8-9	Capturing Value: Pricing <ul style="list-style-type: none"> Price setting Managing prices 	<ul style="list-style-type: none"> Relevant Text Chapters 19-20 Case: Cumberland Metal Industries
7 Mar 22-23 (Joint session)	Course Wrap-up <ul style="list-style-type: none"> Managing customer power Final Exam Course wrap-up 	<ul style="list-style-type: none"> Case: Becton Dickinson & Company: VACUTAINER Systems Division (Condensed)