



**Note – The following is a comprehensive list of courses offered by the Department of Marketing. The semester in which a specific course is most likely to be offered is noted.**

**MKT 282 - Analysis of Markets - Offered in Fall**

*Description:* Analysis of Markets introduces the student to the data and tools required to analyze the business environment and enable marketing decision-making. Through real-world data and problems, the course develops a set of knowledge and skills used to evaluate strategic market opportunities and assess the impact of marketing decisions in the marketplace. Students are exposed to analytical and empirical tools that address strategic issues of market sizing, market selection, and competitive analysis; as well as product management, customer management, and marketing function management decisions. The skills developed in this course enable the student to translate a solid conceptual understanding of marketing into quantitative assessments which are then applied to marketing tactic and strategy decisions.

**MKT 382 - Brand Management - Offered in Fall and Spring**

*Description:* Branding is a fundamental element of competitive strategy. This course will address the strategic importance of branding, provide theories and strategies for building, leveraging, and defending strong brands, and discuss current opportunities and challenges facing brand managers. Particular emphasis is placed on understanding the application of these theories and strategies in practice. The course will utilize a combination of readings, cases, and guest speakers along with direct applications of the course content in a term project.

**MKT 382 - Business and the Environment - Offered in Fall**

*Description:* Environmental issues affect firms in many ways and often cross the boundaries of traditional disciplines, such as economics, marketing, engineering and law. In this course, we focus on the design and implementation of marketing strategies where environmental considerations are of primary importance. In some cases, the demand for environmental improvement stems from the political and regulatory arena, creating conflict for managers in the creation of value for customers and the firm. In other cases, demand for environmental improvements arises from the marketplace, creating a different set of challenges for the firm in terms of creating and delivering a unique and differentiated value proposition. The course integrates knowledge from industrial organization theory, environmental and resource economics, and marketing to study topics in the political economy of the environment and the environment and marketing strategy.

**MKT 382 - Consumer Behavior - Offered Fall and Spring**

*Description:* This course centers on the role of the consumer in the marketing process. Studying consumer behavior enhances understanding of which marketing strategies are likely to be effective, how humans operate in the marketplace, and what sorts of cognitive, affective, and social mechanisms consumers bring to purchasing, usage, and disposition decisions. The course is an overview and intersection of research in psychology, sociology, and other social sciences as applied to consumers. Students will organize the presented information into an integrated four-part model of consumer behavior, and then will apply CB concepts in a team-based term project that results in specific marketing recommendations for a chosen brand.

**MKT 382 – Marketing Information and Analysis - Offered in Fall**

*Description:* The effectiveness of marketing decisions highly depends on the quality of data, analysis and information upon which these decisions are based. This course will address this issue by focusing on how marketing decisions are supported by research techniques. Different research designs, methods of data collection, marketing models and analyses are discussed and applied in individual and team projects. The course helps marketers to get a deeper understanding of marketing research analysis and how to use and interpret the information it provides. The scope will range from qualitative to experimental and quantitative analyses that are frequently used to support marketing decisions. Projects focus on online group discussions to collect qualitative information, survey data, measurement instruments, and experimental designs in the context of advertising, conjoint analysis for new product development, resource allocation in the context of customer satisfaction, market segmentation, and brand positioning. The course will help marketers to gain a deeper understanding of marketing research techniques and how to interpret and use the information it provides.

**MKT 382 - Creativity & Leadership - Offered in Spring**

*Description:* Conventional notions of leadership take, what may be termed, an "outside-in" perspective. According to this perspective, true leaders are those that can present grand visions of change for their organizations, and are charismatic personalities who have mastered the art and science of persuading others to do their bidding. This course takes an alternative perspective, one that may be termed, "inside-out". In this view, the primary task of a leader is to: (1) recognize one's internal sources of conflict and fragmentation and fix them, and (2) gain clarity on the true sources of happiness, authenticity and fulfillment. From the perspective of this course, true leadership is a *by-product of leading an already fulfilling and authentic life*, rather than something that one aspires to achieve for the sake of the power, fame and money that a leadership position provides. Class-discussions and exercises will include such topics as: (1) revealing the influence of psychological, cultural, and economic forces that induce intrapersonal (within-self) and interpersonal (self vs. other) conflicts, (2) identifying ways of transcending these forces to lead an authentic and fulfilling life. The course material draws from several fields, including (social, cognitive, and positive) psychology, psychiatry, economics, eastern and western philosophy, logic and reason, morality, religion, and spirituality.

**MKT 382 - Customer Insights & Experiences: Innovating the Business Model - Offered in Spring**

*Description:* Organizations are scrambling to figure out how they can create truly innovative products, services, holistic experiences, and entirely new business models that current and new customers truly value, and, yet, our traditional marketing focus, process, and research and analysis methodologies are ill-suited to address this innovation challenge. The answer is that we need to integrate a new set of tools and processes and, ultimately, a new paradigm into our more common marketing practices. Many companies are now looking to infuse their marketing efforts with a human-centered design philosophy in an effort to become innovation leaders in their respective industries. This course, then, is conducted more like a workshop than a traditional course and will provide a hands-on experience of this emerging marketing practice through a comprehensive semester-long team project with an actual client looking to innovate their business model. Essentially, this course is organized around three primary organizational goals: discovering key insights, evaluating insights across our research methodologies, and using insights to innovate entirely new business models, along with new products, services, and

holistic experiences that are valued by customers. In this course, you will learn how to design effective generative research studies (deep-dive) and how to integrate the insights gained with quantitative research data to form rich customer stories regarding their behaviors, decision points, and actions. This course will also focus on translating insights into understandable, actionable conclusions and creating solutions that appropriately address true customer problems and challenges. This course is NOT the same as new product development, consumer behavior, marketing analysis, or the CI practicum, but is certainly strongly connected to the other facets of the marketing universe.

### **MKT 382 - Integrated Marketing Communications** - Offered in Spring

*Description:* The objective of MKT 382 (Marketing Communications) is to provide an overview of the components and considerations involved in marketing communications strategy decisions. In order to accomplish this goal, one must first understand the consumer (or the recipient of the communication efforts). Thus, the first part of the course will consider the basic principles underlying consumer information processing and how marketing communication efforts can influence this process. The second part of the course will focus on the individual elements of the marketing communications mix (advertising, direct marketing (including the internet and social media), sales promotion, and public relations) and how these elements are combined into an integrated promotional campaign.

### **MKT 382 - Invisible Global Marketing** - Offered in Spring

*Description:* This course will focus on the unique characteristics of the developing markets and the relevant market strategies.

Developing markets, which are home to 86 percent of the world's population, not only represent the future of global commerce but present rich opportunities today. These opportunities can be seen in growing markets for luxury goods among a newly minted luxury class, entry-level automobiles and appliances for a burgeoning middle class and low-cost products for poor and rural customers. Today about half of the estimated 1.7 billion members of the "consumer class" live in the developing world and this percentage is increasing year by year.

But companies won't realize these opportunities through the market strategies that work in the markets of the developed world. In developing markets, there are no smooth superhighways, no distribution networks, and, in many cases, no electricity. These markets are younger, behind in technology (but rapidly catching up) and inexperienced as consumers. These characteristics, which can present obstacles, also create opportunities for companies with the right strategies.

Specifically the course objectives are:

- Provide students with an understanding of the unique market realities of the developing countries.
- Discuss creative and profitable market strategies that are being implemented by companies to leverage in 86% opportunity.

The course will be of particular value to students planning careers in management consulting, NGOs, foundations, and multinational companies.

### **MKT 382 - Marketing & Customer Insights Practicum** - Offered Fall and Spring (Restricted to Marketing Fellows in Spring)

*Description:* A practicum is a business project with an academic purpose. Working in teams of three to four, you will address a business problem for the sponsoring firm by producing timely, in-depth analysis of the business problem, actionable recommendations, and original research in the topical area of the project. Recent projects have addressed new product opportunities, brand positioning, customer retention, metrics for social media effectiveness, and new growth opportunities, among others. Project sponsors have ranged from small start-ups to major corporations such as AT&T, Dell, Frito Lay, Walmart, AMD, HEB, and Deloitte Consulting.

These projects close the learning gap, by allowing you to apply your learning experiences in the classroom to real-world scenarios. In

particular, they provide an opportunity to buttress your marketing experience.

Each semester the projects available will be advertised via e-mail to all registered students in the week before the semester begins and final project teams will be selected by the instructor based on student preferences and fit with project requirements. All projects will require a presentation of results to the corporate sponsor and may also include a written report.

Except maybe for the first week, mid-term presentations, and the final week of the semester, this course will NOT have regular meetings – but rather will meet as needed in project teams, with the instructor and with the project sponsors. Evaluations are based on the quality of the teamwork and assessment of individual contributions to the project.

### **MKT 382 - Marketing Decision Making in the Information Age** - Offered in Spring

*Description:* This course deals with concepts, methods, and applications of decision modeling to address such marketing issues as segmentation, targeting and positioning, new product design and development, advertising, and sales force and promotion planning. The course is designed for MBA students who have some background in or understanding of marketing principles and exposure to spreadsheet programs such as EXCEL.

Unlike conventional capstone marketing courses that focus on conceptual material, this course will attempt to provide skills to translate conceptual understanding into specific operational plans -- a skill in increasing demand in organizations today. Using market simulations and related exercises tied to PC-based computer software, students will develop marketing plans in various decision contexts.

Specifically, the course objectives are to:

- Provide students with an understanding of the role that analytical techniques and computer models can play in enhancing marketing decision making in modern enterprises.
- Improve students' skill in viewing marketing processes and relationships systematically and analytically.
- Expose students to numerous examples demonstrating the value of the analytical approach to marketing decision-making.
- Provide students with the software tools that will enable them to apply the models and methods taught in the course to real marketing problems.

The course will be of particular value to students planning careers in marketing and management consulting.

### **MKT 382 - Pricing Channels** - Offered in Fall

*Description:* Some of the most challenging marketing decisions revolve around distribution and pricing issues.

Over the last 15 years there has been a growing interest in the benefits that companies can derive from thoughtful design and management of distribution channels. Because of its increasing complexity and impact on profits, one of the newer job titles in business is Channel Manager. The channels portion of the course will focus on understanding what customers need/want from channels and the process of designing channels to meet those needs. It will also examine a number of challenges in day-to-day channel management such as channel conflict, gray markets, and international distribution. A major team assignment in this portion of the course will be to conduct an analysis of the channel structure of a company and make a recommendation for improvement.

Given the growing competitive environment, more and more companies are seeking ways to improve profitability through carefully designed pricing strategies. Did you know that, on average, a 1% improvement in sales volume will yield a 3% improvement in profits – but that a 1% improvement in price will yield an 11% improvement in profits? The pricing portion of the course will examine concepts such as determining what a product is worth to a customer, price elasticity/sensitivity, psychological issues in pricing, setting prices for new products, and managing competitive pricing. It will

also examine topics such as price discrimination, optimal pricing and revenue management.

Both of these topics also raise a number of interesting legal and ethical issues, and the course will also include readings and discussions about these.

The course will include readings, case study discussions, exercises, lectures, and guest speakers.

#### **MKT 382.4 - Strategic Marketing - Offered Fall and Spring**

*Description:* Strategic Marketing is designed for students who have had the marketing core and who wish to increase their skill levels in developing, executing, and analyzing marketing strategy in a competitive environment. It will be helpful to students interested in all business disciplines (marketing, finance, consulting, general management, entrepreneurship) because of its emphasis on applying concepts in real-world situations.

The course uses (a) discussions of cases/readings, (b) lectures, (c) exercises, and (d) an extensive computer simulation (MarkStrat). Students work on the simulation in teams, examining many of the same strategic marketing issues that companies face in real world business environments. Students use analytical and problem solving skills to lead their firms through eight years of business decisions in the face of vigorous competition from other teams (firms). In doing so, they apply the concepts and frameworks learned in the class. In order to identify and evaluate opportunities, they perform detailed analyses of consumer needs/perceptions as well as competitors' actions, strengths, and weaknesses. They develop SWOT analyses and make strategic decisions regarding the company's mission and overall strategy, target markets, differentiation/positioning, R&D investments and product design, as well as decisions on pricing, distribution, and promotion. Success is directly related to understanding one's business environment and optimal allocation of scarce resources.

#### **MKT 382.12 - Customer Strategy-CCIMS – Offered in Fall**

Today, businesses have recognized the power of deep, creative understanding of customers, and the financial benefits of creating systematic responses to customer needs throughout the enterprise and beyond. Successful companies are increasingly focused on customer-driven business design, building relationships with customers, and integrating with suppliers as a means to adding value for end-customers. In doing so, they also lower system-wide costs and enhance the value of the business for shareholders. The purpose of this course is to prepare students for this emerging competitive game by exploring the most current challenges faced by benchmark businesses as they develop their customer strategies.

This course explores a variety of factors and actions that drive successful business relationships, which in turn lead to higher customer satisfaction, market share and profits. Strategic, organizational, informational, logistical, and financial perspectives are brought to bear on creating successful customer strategies.

The underlying goals for the course format are:

- to be real – based on actual business action – with both the positive and negative outcomes of that action
- to be current – exploring what is happening NOW .. not the more dated info from books and articles...as valuable as they might be – but what businesses are facing today as they strive to respond to customers and business dynamics
- to be interactive – to involve you in the process and help you discover/explore what works and what doesn't

The course is structured around “living” case discussions. Each class session (except for introductory and wrap-up sessions) will center around three business speakers who will lead a discussion about compelling problems and issues they face in understanding and responding to customers.

#### **MKT 382.15 - Marketing High-Tech Product - Offered Fall and Spring**

*Description:* This course focuses on companies selling technology-based products and integrates the impact of strategic marketing decisions on the financial performance of the enterprise. Specific objectives:

- Understand entrepreneurial marketing, i.e. the difference between breakthrough technology (brave new world) vs. incremental improvement (better, faster, cheaper) and the impact on marketing decisions.
- Provide decision making frameworks for managing the marketing process, e.g.
  - Strategic Focus,
  - Technology diffusion models,
  - Disruptive innovation,
  - Economic value pricing,
- Integrate marketing frameworks with financial results and business models.
- Focus on the balance of growth, risk and profitability when evaluating strategic marketing alternatives.
- Relate the creation of customer value to shareholder value.
- Examine the importance of intangible assets (intellectual property) to sustainable competitive advantage.

We will also touch on management ethics and leadership issues.

#### **IB 391 - Direct Study Global Management - Global Connections Study Tours - Offered in Spring**

*Description:* Students learn about the economic, political, cultural, and social background of a country in a pre-study tour course through guest speakers, project work and case studies. While traveling, students visit

multinational and local companies, explore cultural sites and network with alumni. 2012 destinations are: China, Middle East (Turkey & United Arab Emirates), India, South Africa, Southeast Asia (Vietnam & Thailand) and Brazil.

#### **IB 395 - Emerging Markets - Offered in Fall and Spring**

*Description:* This course is designed to give students an understanding of business in the emerging markets of the world with an emphasis on the challenges faced by international marketers entering and operating within these countries. It will stress commonalities of different countries and regions (such as Africa, Asia, Latin America, the Middle East, and the former East Bloc) while highlighting differences. Topics cover environmental issues such as political and regulatory risk, culture, and macroeconomic challenges. In addition we examine how the marketing research, mode of entry, and the marketing mix may need to be adapted in emerging markets. Grades are determined primarily by class participation, a mid-term exam, and a group project focusing on introducing a business to an emerging market.

#### **IB 395 - Business in Latin America - Offered in Spring**

*Description:* This course, (taught in Spanish, but designed for both native and non-native speakers of Spanish), consists of the analysis of the cultural issues that come up when doing business in Latin America. Course materials are found on the course blog: <http://kelmicultural.wordpress.com/>. Content for the class comes from online interviews with Latin American professionals who deal with a variety of cultural issues that Americans will encounter when working in Latin America and Spain. The cultural items are reviewed within the context of Language, Environment, Social Organization, Contexting, Authority, Non-verbal Communication, and Time. The interviews are saved as video clips and are accessible over the Internet. The 200+ interviews are subdivided into four major categories including the following: Negotiation

**IB 395 - International Business Fellows Seminar** - Offered in Spring

*Description:* The overall purpose of the seminar is to help prepare students to be leaders in their respective professions over the course of their careers. To do that, the seminar will bring together students and faculty from across disciplinary lines to explore the reasons for and the implications of the changing global landscape. The seminar will include lectures, readings and discussions on: (i) international economics, finance, and business; (ii) international political and military affairs; (iii) cultural, historical, and religious factors bringing together and dividing peoples, countries and civilizations around the world; and (iv) demographic developments, environmental challenges, and other risks and challenges putting pressure on world systems and structures at this point of the 21<sup>st</sup> century. In analyzing these issues, the seminar will consider such possibilities as the following:

1. Are we entering into an era in which regional trading blocs and protectionism will replace globalization; or will recent episodes of financial crisis, terrorism, and war serve as catalysts for a renewed commitment to global cooperation?
  - a. What are the implications of continued globalization? For example, will convergence pressures bring an end to the American middle class; will the EU's social safety net be weakened; will economic development end China's one-party rule; will India rise as a dominant power?
  - b. What are the implications of a retrenchment from globalization? What would a world of trade blocs and protectionism portend for business, the global economy and international relations?
2. How will economic exigencies and energy requirements affect political and military arrangements? For example, (i) will the hegemony of the U.S. end as its recent excesses drain it of strength and new centers of power emerge, or will the U.S. overcome its current crisis and remain the dominant global power; (ii) will the Trans-Atlantic Alliance between the United States and the European Union continue as a centerpiece of U.S. and E.U. foreign policy or will it be reduced in importance by (A) a bilateral "Pacific Partnership" between the U.S. and China and/or (B) a closer relationship between the European Union and Russia and/or the Middle East; (iii) will China, South Korea and Japan shed their historic antipathy and join together with other Asian countries to form an Asian Alliance ?
3. What are the implications of demographic trends and a warming world? What cultural, historical and religious factors need to be taken into account as we prepare for a future in which peoples from different cultures and religious traditions commune and compete with one another on more and more levels of life? Will such intercourse lead to a "clash of civilizations" or will people find ways to retain their values and still interact with others with respect and dignity?
4. What will the world look like in 2050?

Michael Howard, in his book The Lessons of History, wrote that the real lessons of history are not so much about "pride and folly," as about

"people, often of masterful intelligence, trained usually in law or economics or perhaps political science, who have led their governments into disastrous miscalculations because they have no awareness whatever of the historical background, the cultural universe of the foreign societies with which they have to deal. It is an awareness for which no amount of strategic or economic analysis, no techniques of crisis management or conflict resolution...can provide a substitute."

The seminar will bring such historical and cultural factors into our exploration of these issues, in addition to the disciplines of business, economics, law, and political science. Students will meet in weekly seminars with speakers from both within and outside the University to pursue this study. In addition, students will work with each other across disciplinary lines to develop class projects on topics of their choosing. Resources will include portions of textbooks, periodicals, and other publications and pieces on area studies, business, economics, ethics, finance, history, international affairs, philosophy, politics, and religion. More information may be obtained from the Center for International Business Education and Research (CIBER at 471-8031). Area studies students also may obtain further information from the director of their program.