

MARKETING MANAGEMENT (MKTG 680)

Andrews University-Portland

May 11-25, 2008

PROFESSOR: Dr. Jacquelyn Warwick

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COURSE DESCRIPTION

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A survey of marketing management processes of analyzing market opportunities, researching and selecting target markets, designing marketing strategies and tactics, and evaluating and controlling marketing programs. Emphasis will be placed on how marketing managers anticipate and react to a changing environment and evolving market structures to facilitate exchange transactions between producers and consumers. You will develop skills in creating and evaluating marketing plans, strategies, and implementation programs to better prepare you in managing the marketing problems you will encounter in your profession. This course also makes extensive use of team-based assignments and active class discussion. Prerequisite: Principles of Marketing (MKTG 310).

COURSE OBJECTIVES

Toward achieving the overall purpose of this course, the following objectives have been adopted for this course. This course is designed to enable students to:

- 1) prepare substantive analysis of marketing cases,
- 2) evaluate marketing plans and strategies by applying learned principles,
- 3) develop competent marketing plans and strategies for specific organizations or products,
- 4) communicate effectively in both written and oral presentations.

TEXTS: BOTH BOOKS MAY BE PURCHASED ON LINE

- 1) Marketing Strategy, 4th edition, Ferrell and Hartline, 2008, South-Western College Publishing/Thomson Learning, ISBN: #0-324-36272-2, paperback. If you want to order directly from the publisher the link is <http://e-catalog.thomsonlearning.com/1501/>. Just type 'Ferrell' in the search box. Marketing Strategy, 4e text is the first option. You can also go to other book sites.
- 2) Mason/Perreault, 2002, The Marketing Game (with Student CD-Rom), 3rd edition, McGraw-Hill, ISBN: #0-256-13988-1 (**Purchase the right edition, older versions are available!**)

CLASS EXPECTATIONS BEFORE CLASS BEGINS, May 11th

If you have the opportunity (this is an option), read all the assigned chapters in the Marketing Strategy text and do the assigned questions. Be ready to hand all the assignments in at the beginning of Sunday's class. If you do not get these done before class, each assignment must be completed before that chapter is discussed in class. Thus, at a minimum (this is a necessity), you should read chapters 1, 2, 4, and 5 and complete the assigned questions to be turned in the first day of class. Read through the "Marketing Game" text (Chapter 1-3 pages 1-42, SKIPPING Chapter 4, and

reading chapter 5 and 6, pages 53-68) and become familiar with filling out both the “Marketing Plan Decision Form-Level 2” and the “Marketing Budget Planning” forms. Practice stepping through the process of making your decisions and a budget given your own parameters of your target market. Be ready to turn both of these practice forms in at the beginning of Sunday’s class (this is a necessity). Teams will be assigned and the first set of official company decisions will be made Sunday.

EVALUATION CRITERIA:

Tests	300 points
Marketing Simulation	100 points
Case Presentations	100 points
Case Homework	65 points
<u>Marketing Plan</u>	<u>100 points</u>
Total	665 points

GRADE SCALE: (90 - 100)=A, (80 - 89)=B, (70 - 79)=C, (60 - 69)=D, (below 60)=F

GENERAL CLASS INFORMATION

- 1) Both attendance of all scheduled classes and participation in class discussions are necessary for the successful completion of this course.
- 2) University policy will govern any incidents of cheating and plagiarism.
- 3) If you miss a regularly scheduled test for a valid reason (i.e., serious illness, death in the family) you must notify me prior to exam time. Make-up tests are not guaranteed to be exactly like the original and an appointment must be made as soon as possible to take the exam.
- 4) Disability Accommodations: If you qualify for accommodations under the American Disabilities Act, please see me as soon as possible for referral and assistance in arranging such accommodations.
- 5) **DO NOT BRING OUT/USE PALM PILOTS OR CELL PHONES DURING CLASS**
Palm pilots and cell phones are a real disruption to the class. Please turn off your cell phone before coming into class. Please do not bring out or use either in class. If you do, they will be picked up and returned at a later date!
- 6) **COMPUTERS** may be used in class for taking notes only, **if you are found to be logged on to the internet and/or checking your email etc., your laptop will be picked up and returned at a later date.**

TENTATIVE COURSE CALENDAR

Agenda for Sunday, May 11th

Introduction to Course and Syllabus
Collect the practice “Marketing Planning Budget” form
Text: Chapter 1, Marketing in Today’s Economy
Chapter 2, Strategic Marketing Planning
Chapter 5, Developing Competitive Advantage and Strategic Focus
Chapter 4, Collecting and Analyzing Marketing Information
Handout “Analyzing and Learning from Cases”
Pick Group Cases (2 people per group) (present Grp#1, 5/18, Grp#2, 5/19, Grp#3, 5/20)
Discuss “The Marketing Game”
Game: Decision #1

Agenda for Monday, May 12th

Text: Chapter 6, Customers, Segmentation, and Target Marketing
Case Discussion: “Saturn” (Read/turn in case questions/be ready to discuss)
Game: Game Decision #2

Agenda for Tuesday, May 13th

Text: Chapter 6, Customers, Segmentation, and Target Marketing
Text: Chapter 12, Developing and Maintaining Long-Term Customer Relationships
Game: Decision #3

Agenda for Wednesday, May 14th

Text: Chapter 7, Product Strategy
Case Discussion: “Gillette” (Read/turn in case questions/be ready to discuss)
Game: Decision #4

Agenda for Thursday, May 15th

Test: Exam I Chapters 1, 2, 4, 5, 6, 7, 12
Group: Group case selection for final day of class
Game: Decision #5

Friday, May 16th

NO CLASS MEETING

TENTATIVE COURSE CALENDAR (cont)

Agenda for Sunday, May 18th

Text: Chapter 7, Product Strategy (Service)
Chapter 8, Pricing Strategy
Chapter 9, Distribution and Supply Chain Management
Case Discussion: Group #1 Case (Read/turn in case questions/be ready to discuss)
Group #1 presents (30-45 minutes)
Game: Decision #6

Agenda for Monday, May 19th

Text: Chapter 10, Integrated Marketing Communication
Case Discussion: Group #2 Case (Read/turn in case questions/be ready to discuss)
Group #2 presents (30-45 minutes)
Game: Decision #7

Agenda for Tuesday, May 20th

Text: Chapter 10, Integrated Marketing Communication
Chapter 11, Marketing Implementation and Control
Case Discussion: Group #3 Case (Read/turn in case questions/be ready to discuss),
Group #3 presents (30-45 minutes)
Game: Decision #8

Agenda for Wednesday, May 21st

Text: Chapter 12, Marketing Ethic and Social Responsibility
Case: Ethical situations to be handed out and discussed in class
Game: Decision #9

Agenda for Thursday, May 22nd

Test II Chapters 3, 7(service), 8, 9, 10, 11
Group Meeting

Friday, May 23rd

NO CLASS MEETING

Agenda for Sunday, May 25th

Presentations: Individual Cases #1 through #6 case presentations (45 minutes each)
(Read/turn in paper discussing what they should do and why/be ready to discuss)
Game Results: Each group discusses game strategy (15 minutes each group)

TESTS

Tests will be composed of short answer essay questions. They will cover topics from the book and lectures.
Concerning exams:

There may be more than one part to the question, be sure to answer all parts.

You can bullet your answers.

Don't answer what isn't asked for. If question asks for "advantages", don't list advantages and disadvantages.

When the question asks for an "example" give an example and why it is an example.

MARKETING SIMULATION

Students will form teams of 1-2 people representing a company. This company will act as a product management team, making marketing decisions (product attributes, advertising budgets, sales commissions, etc.) that will be entered into a computer program by the professor. This computer program simulates an actual industry in which these companies compete. Results of sales, market share, and business returns will be provided to the teams after each marketing decision.

The Marketing Game is competitive. Groups will receive grades based on the performance of their company relative to other firms in their industry. Groups will also receive noncompetitive grades based on the quality of their strategic decisions, marketing plan, operating budgets, and final presentation. Each team will present their strategy to the class on the last day of class (May 25th).

The oral presentation will be no more than fifteen minutes in length. You will recap and assess your marketing strategies. This gives all firms an opportunity both to listen to their competitors and to question them about their strategy. Topics to address include: the firm's objectives, target market(s), marketing mix, assessment of their competitors, overall industry trends, major turning points, successes and failures, and key learning experiences. More on the specifics of this game will be provided at the beginning of the course.

Marketing Game:

Marketing Strategy Summary	15 points
Operating Budget	30 points
Marketing Plan	15 points
Performance Objectives	30 points
<u>Oral Report</u>	<u>10 points</u>
Total	100 points

CASE ASSIGNMENTS

Each case should be read and analyzed (using guidelines from book) by all class members before coming to class. For the first five cases, class members that are NOT presenting are responsible for answering the case questions found at the end of each case. There is no predetermined length for these assignments. They should be as long as necessary to adequately answer all the questions. These assignments are to be handed in at the beginning of the class period on the day the case is to be discussed. NO assignments will be accepted after the class discussion. You may wish to print off two copies so that you can have one when discussing the case. On the last day of class, the questions at the back of the case do not need to be answered. Instead, each person should hand in a recommendation of what the company should do and why.

CASE PRESENTATIONS

The class will be divided into three groups.

- 1) Each group will be ready to present and bring out class discussion of a chosen case during the last week of class. (See class schedule for group case assignments and presentation days.) Utilizing all the information received up to that point, groups will be expected to present case highlights, an analysis, and recommendations as if they were a consulting group. Each group should bring out class discussion as well as be prepared to answer questions about their recommendations. Professionalism in these presentations is expected. An outline of the material presented must be turned in immediately following the group presentation.
- 2) Each person will select a case to present to the class on the last day of the course. Utilizing all the information received from the course, you will be expected to present case highlights, an analysis, and recommendations as if they were a consultant. As with the assigned cases, you should bring out class discussion as well as be prepared to answer questions about your recommendations. Professionalism in these presentations is expected. An outline of the material presented must be turned in immediately following your presentation.

COMMENTS ON MBA CLASS PRESENTATIONS

A case presented in the MBA program that is in the “good” range – 40-44 points has the following characteristics:

1. All questions (if they apply) are answered with legitimate responses.
2. Only that information which is pertinent is addressed. Keep in mind that cases contain much more information than you need to make a good analysis; as it is in the real world, no one is going to sift through the information and tell you what you need -- this is for you to do.
3. Any material used to present the case is written clearly, concise, and free of grammatical errors or spelling errors.
4. The analysis and your presentation are pertinent to the area of study, unless otherwise specifically addressed. This means that if you are in Marketing Management class, you should FIRST be looking for answers that address marketing issues, use marketing principles, or theories. This is of course unless the case specifically *asks* you to address organizational issues, financial issues, or management strategy.
5. The analysis uses principles we have discussed in class – if they are appropriate. At the Master’s level, you should be able not only to discuss the principles and concepts, but also begin to synthesize the information and apply it in creative ways. There is no “formula” for accomplishing this -- it is something that you must learn by doing.
6. If you are presenting the case, any visuals should enhance the paper or presentation, not distract. Keep in mind that in a presentation people do NOT want to look at an overhead that is a table of a lot of numbers that they cannot read from the audience. Visuals should include no more than 7 to 9 bits of information. Seven is best as a maximum.
7. Any photographs, examples, videos, etc. are very helpful in case presentation.

If your case is in the excellent range – 45-50 points, then it should include the following:

1. All of the above – PLUS – you should use terms and vocabulary that go beyond basic principles. You should be going beyond just bulleting a number of statements and be expanding on your thoughts and ideas. Verbalizing them clearly and then summarizing with insightful comments.

How do you learn to do this? Through practice -- and by reading articles and books that have been well written and analyzing what is being said.

2. Your analysis and discussion need to go beyond just “what is correct”, which is a mediocre analysis – to something that is very insightful or creative. The WOW! Factor.

Grading Case Presentations

Using “Comments on MBA Class Presentations” (written above) as an underpinning, case presentations will be graded on:

1. Important internal and external issues of the case identified.
2. Important issues are supported by concepts discussed in class or read in text.
3. Course of action for the firm presented that is consistent with the internal/external situation and is workable and feasible.
4. A sense of creativity and critical thinking in addressing the problems and some direction on how to solve them.
5. Visual aids including grammar and spelling acceptable for professional business communication in any materials used.
6. Overall organization and presentation of ideas.

MARKETING PLAN

Students will perform a written marketing plan for a particular company of choice. This marketing plan is to be written after the course is over and will be due in my Andrews University office no later than June 25, 2008. Students may work individually or in groups of two or three to complete this assignment however each student will receive the same grade for the project.

Project Overview

This project will involve writing a marketing plan for a business in your community (or your business/workplace). You should communicate with the business to ascertain their existing marketing mix and possible current or potential problems. Once problems are assessed develop a marketing plan, discussing the target market and **utilizing ALL of the marketing mix variables**, coming up with workable solutions to the stated problems. End the paper with a promotional campaign. (For additional guidance, see Marketing Plan, Appendix p. 639)

Potential discussion in each of the Areas for Evaluation:

- 1) Global Business Concerns:
target market
environmental forces (local community/national)
objectives

- 2) Distribution- (Place)
 - layout of business, inside and outside
 - product placement
 - consumer movement patterns inside the establishment
 - exterior look of store

- 3) Product-(not a specific product/service-general assortment)
 - products sold match consumer's needs
 - quantity stocked match consumer needs
 - customer service

- 4) Price-(not price of one item, general array of prices)
 - comparative prices of product(s)/service offered by business
 - consumers perception of prices
 - assessment of competitor's prices

- 5) Promotion-
 - past/current/future promotional campaign (if any is planned)
 - past/current/future personal selling (if any is planned)
 - past/current/future publicity (if any is planned)
 - past/current/future advertising (if any is planned)
 - past/current/future sales promotions (if any is planned)
 - your ideas for all these various areas (personal selling, publicity, advertising, sales promotions)

These are just a few ideas, they may or may not be pertinent to the business you are analyzing, be original and complete. Take time to evaluate what you have learned from the owner/manager of the business and decide what is important before you settle on a plan of action. After you have evaluated the business on the basis of the four P's determine a feasible plan of action including a promotional campaign for the business.

All ideas suggested in the promotional campaign should include the actual cost associated with the idea as well as the current contact information of the company (i.e., a company should use a billboard on 6th Ave.—Cindy at Sun Outdoor Advertising indicates it would cost \$1500 a month for this billboard). **A budget of all money used should be constructed and presented in the paper.**

Paper Format

Title Page The whole page should be centered. List the name of the company, all group members, instructor's name, the class and date.

Table of Contents (optional)

Page 1 format This is the only page that may be single-spaced. The first page should not exceed one page.
PAGE ONE MUST LOOK EXACTLY LIKE THIS!!!!

(center title only)

Problems

State the major problems of the business as you see them. Be specific. Bulleting is permissible.

(center title only)

Executive Summary

Based only on the listed problems, list your findings and your recommendations--again, be specific.

Page 2 begins:

Body of Paper

- 1) Main body of the paper must be double-spaced.
- 2) Written paper length, ideal 10 pages, maximum 20 pages (not including appendix).
- 3) Break the paper into headings. Under each heading include a precise description of the problem, pertinent information related to the business, and conclude with your group's idea's for solving the problem.
- 4) Be specific, including details on the business's current customer base, target market, marketing costs, and future strategy including implementation of that strategy.
- 5) The last section should include your promotional campaign.
- 6) Cites used in body of paper should be same format as current *Journal of Marketing*.
- 7) The bibliography section of the paper should also use the *Journal of Marketing* format.

Appendix

Tables, charts, etc.— These should all be referenced in the paper and listed in the order cited.

References

As stated in 5 and 6 above, use format of current *Journal of Marketing* within the body of the paper for all your cites as well as the bibliography section.

ABOUT THE PROFESSOR:

Jacquelyn Warwick, Ph.D., is a Professor of Marketing at Andrews University, Berrien Springs, Michigan. She holds a Bachelors of Business Administration from the University of Puget Sound (Washington State), an MBA from Texas A&M University, and a Ph.D. from Texas A&M University in the areas of Marketing, Statistics and Sociology. Currently teaching for the past ten years at Andrews University, she has also taught at the University of Puget Sound in Washington State for seven years.

Dr. Warwick's primary areas of research interest are in consumer behavior, environmental marketing, and cause-related marketing. As a researcher, she has authored and co-authored papers published in conference proceedings and articles published in the Marketing Management Journal, Journal of Consumer Marketing, American Business Review, the Journal for Marketing of Higher Education, the Journal of the Academy of Marketing Science, and the Northwest Journal of Business and Economics.

As a practitioner, Dr. Warwick owns her own business. She also has extensive marketing and consulting experience. She was involved in retail management for five years as well as a consultant for numerous businesses over the past 15 years.