

**Marketing Management; MBA 8145 – Spring 2008 – CRN 16196
Monday – 7:15 – 9:45 PM ET – Brookhaven Campus – Room 309**

INSTRUCTOR	CHRISTOPHER LEMLEY
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COURSE DESCRIPTION:

This is a case course in marketing management. It is designed to explore the managerial aspects of the marketing function. Quantitative and qualitative analysis of the company, its customers and its competition, commonly used in solving marketing problems, will be emphasized. The course is organized around the key marketing decision variables—target market selection, product, pricing and distribution and promotion—and around the various marketing processes of strategy formulation, organization and implementation.

REQUIRED MATERIALS:

REQUIRED: Harvard Case and Readings Packet available at
http://www.study.net/r_mat.asp?crs_id=30009218

What is Marketing, Harvard Press (ISBN 13:978-1-4221-0460-6)

COURSE OBJECTIVES:

The general objective of this course is to foster the development of the analytical skills, attitudes and perspectives of sophisticated contemporary marketing management.

Specific learning outcomes of the course are to provide an opportunity for students to:

1. Individually and collectively develop the skills needed to analyze and solve complex marketing problems through case analysis;
2. Sharpen oral, written communication and listening skills with respect to their own case solutions and that of classmates;
3. Sharpen understanding of marketing concepts, analytical tools and techniques, the marketing process, functions, and the environment of marketing from both a domestic and global perspective.

Snapshots: To help me more quickly learn your names (necessary for accurate evaluation of participation), get your picture digitally snapped in my camera at half-time or after class on the first day. Or you can email me a digital picture of yourself prior to the first class.

COURSE ACTIVITIES:

The main class activity will be case discussion. Since the effectiveness of this approach depends almost entirely on an interactive and participative classroom experience, attendance and prior preparation of assigned class materials will be required. You will be expected to come to all class sections prepared to present a cogent summary of your analysis of the assigned case and recommendations. In order to do this many have found it helpful to prepare a 2 page executive summary of the cases assigned covering the nature of the situation, decision to be made, alternatives, analysis of alternatives (pros and cons), your recommendation, and the rationale for our recommendation.

MID-TERM EXAMINATION:

The exam will be a written case analysis in the same format outlined in the Course Activities Section above.

CONTRIBUTION TO CLASS:

Your class contribution grade for this course will be assessed in terms of the *quality* and *quantity* of your participation in the discussion of the assigned cases, including but not limited to:

1. your depth of analysis;
2. the realism of your comments or analysis;
3. the clarity of your presentation;
4. the integration of your comments into the ongoing discussion (i.e., willingness to listen to classmates);
5. your ability to respond to questions and to defend your arguments; and
6. the contribution of your comments to the class's learning.

Essentially, you will be graded on the thoroughness, sophistication, persuasiveness, and logic of your classroom comments.

To gain the greatest number of participation points in this course, please prepare completely for each case discussion. Comments should be based on careful analysis for greater participation points. Because one cannot contribute to a class if they are not there, please plan to participate actively in the class discussion throughout the *entire class period* and for *each case*. Please arrange your schedule so that you will be able to arrive on time, attend each class, and stay for the entire class period.

PROJECT:

The group project requires the team to develop a plan for a new product or service for an existing company. Basically, your team is asked to select a firm, develop a new product or service for that firm, discuss how it fits into that organization's marketing activities and how this new product/service idea would be executed from a marketing point of view.

This group project requires a team to prepare a plan for a new product from an existing

company. Basically, your team is asked to select a firm, analyze that firm's marketing activities, and develop a new product for that firm and discuss how it fits into that organization's marketing activities and how this new product idea would be executed.

This is a major project and there are very high expectations for the finished product. (See Appendix of this syllabus for additional information on this project). Individual grades will take into account the evaluations of group members of other group members. The team evaluation form is the last page of this syllabus. It is to be completed individually by each team member and submitted via e-mail to me (clemley@mindspring.com)

Finally, your individual points for this project/presentation will be calculated as follows:

1. Every group presentation will be "evaluated" by your fellow class members on a basis of 0 – 100 points. Those points will be averaged to determine the value of the presentation assigned by the class.
2. Every group presentation and written "plan" will be evaluated by me, the instructor of record and I shall assign a value of 0 – 100 points.
3. The class's average evaluation score and my score will be averaged to determine an index value for the group as a whole.
4. The index value (0 – 100) will be expressed as a percentage and multiplied by the 100 points that are available for the assignment. The result will be the "group points."
5. Each of your fellow team members will assign a point value of 0 – 100 for your individual contribution to the project. These points awarded by your fellow group members will be averaged to determine your individual index value.
6. Your individual index value will be expressed as a percentage and multiplied by the "group points" with the result being the individual points you earn on the marketing audit/project.

FINAL COURSE EVALUATION:

Contribution to Class	350
Mid-Term Exam	300
Project	<u>350</u>
Total Points	1000

The Final Grade will be based on the following total points scale and assigned as follows:

Grade	A (930.0 – 1000 pts) A- (900 – 929.9 pts)	B+ (870 – 899.9 pts.) B (830 – 869.9 pts) B- (800 – 829.9 pts.)	C+ (770 – 799.9 pts) C (730 – 769.9 pts) C- (700 – 729.9 pts)	D (600 – 699.9 pts)	F (≤599.9 pts)
Value	Outstanding Excellence	Mastered material	Tagged the bases	Unsatisfactory	Unacceptable
Organizational equivalent	Promoted	Raise	No Raise	Reviewed	Fired

Each student earns his or her individual grade independently. The course does not have a grading curve. If you have any question, at any time, about your academic standing in the course, please make an appointment and your instructor will be happy to discuss your performance with you. To preserve your privacy, please do not attempt to discuss your performance directly before or after class, except by appointment.

COURSE POLICES:

LATE ASSIGNMENTS: All assignments are due at the beginning of class on the day they are due (that would be by 7:15 M ET). Assignments handed in or transmitted in after the beginning of class will be reduced the equivalent of 1 letter grade for each 24 hour period they are late. Except in dire emergency there are no make-up tests. You have the opportunity to email assignments to me, fax them to me, hand them before the beginning of class or hand them to be or leave them in my mailbox in the Department of Marketing downtown or faculty mailbox for me at this location. With all of these alternatives, no whining if you are late and get tagged.

STUDENTS WITH DISABILITIES: Students who have a Letter of Accommodation from the Office of Disability Services should identify themselves to the instructor of this course as soon as possible so that provisions can be made to help you to be as successful as possible in this course.

DISRUPTIVE BEHAVIOR; THE FOLLOWING IS FROM THE UNIVERSITY'S DISRUPTIVE BEHAVIOR POLICY: Disruptive student behavior is student behavior in a classroom or other learning environment (to include both on and off-campus locations), that disrupts the educational process. Disruptive class behavior for this purpose is defined by the instructor. Such behavior includes, but is not limited to, verbal or physical threats, repeated obscenities, unreasonable interference with class discussion, making/receiving personal phone calls or pages during class, leaving and entering class frequently in the absence of notice to instructor of illness or other extenuating circumstances, and persisting in disruptive personal conversations with other class members. For purposes of this policy, it may also be considered disruptive behavior for a student to exhibit threatening, intimidating, or other inappropriate behavior toward the instructor or classmates outside of class. When disruptive behavior occurs in a class the instructor will warn the student. The warning will consist of orally notifying the student that his/her behavior is disruptive and that it must cease immediately or the student will face removal from the classes.

ACADEMIC HONESTY: All university and college regulations concerning withdrawal and academic honesty will apply. Students are expected to recognize and uphold standards of intellectual and academic integrity. The university assumes as a basic and minimum standard of conduct in academic matters that students be honest and that they submit for credit only the products of their own efforts. Students should be familiar with the university's policy on issues such as plagiarism, unauthorized collaboration, falsification, and multiple submissions. Lack of knowledge of this policy is not an acceptable defense to any charge of academic dishonesty.

CLASS	FOCUS
7 JAN 2008	TOPIC: INTRODUCTION AND COURSE OVERVIEW CASE: NOTE ON MARKETING ARITHMETIC READING: CHAPTER 1: APPENDIX
14 JAN 2008	TOPIC: MARKETING DEFINED CASE: HARLEY DAVIDSON: PREPARING FOR THE NEXT CENTURY READING: CHAPTER 1
28 JAN 2008	TOPIC: PLANNING THE MARKETING PROGRAM CASE: IKEA INVADES AMERICA READING: BLUE OCEAN STRATEGY: BUILD EXECUTION INTO STRATEGY
4 FEB 2008	TOPIC: BUYER BEHAVIOR CASE: ZIPCAR: INFLUENCING CUSTOMER BEHAVIOUR READING: CHAPTER 2 & 9 MARKETING MALPRACTICE: THE CAUSE AND THE CURE
11 FEB 2008	TOPIC: VALUE CREATION AND MARKET SEGMENTATION CASE: THE FASHION CHANNEL READING: CHAPTER 3 REDISCOVERING MARKETING SEGMENTATION
18 FEB 2008	TOPIC: PRODUCT & SERVICE MANAGEMENT CASE: CALLAWAY GOLF READING: CHAPTER 4
25 FEB 2008	MID-TERM EXAMINATION
10 MAR 2008	TOPIC: PRODUCT POSITIONING CASE: BLACK & DECKER (A): POWER TOOL DIVISION READING: CUSTOMER-CENTERED BRAND MANAGEMENT
17 MAR 2008	TOPIC: VALUE CHAIN CASE: AQUALISA QUARTZ: SIMPLY A BETTER SHOWER READING: CHAPTER 5 and THE CUSTOMER HAS ESCAPED
24 MAR 2008	TOPIC: Pricing CASE: Kone: The Monospace Launch READING: Chapter 7
31 MAR 2008	TOPIC: PROMOTION CASE: LI NING – ANYTHING IS POSSIBLE READING: CHAPTER 6 and THE DOUBLE JEOPARDY of SALES
7 APR 2008	TOPIC: BUSINESS TO BUSINESS MARKETING CASE: HALE AND DORR READING: CHAPTER 8
14 APR 2008	TOPIC: SUSTAINING VALUE CASE: COLA WARS CONTINUE: COKE and PEPSI in 2006 READING: REVITALIZE YOUR MATURE COMPANY, to SUSTAIN MARKET LEADERSHIP
21 APR 2008	PROJECT PRESENTATIONS (WRITTEN REPORTS DUE FROM ALL TEAMS 12PM ET 19 APR 2008 – POSTED AS AN ADOBE ACROBAT ATTACHMENT TO A DISCUSSION ON ULEARN)
28 APR 2008	PROJECT PRESENTATIONS (CONT.D)

MBA 8145 Appendix Audit/Assessment/Action Plan Assignment

Another “group project” option this semester is to develop a new product or service for an existing organization. Thus, you will be asked to be creative within the confines of good marketing and general business practices. From a learning standpoint, this assignment will allow you to further develop skills that can be used in a future senior management role.

Learning Objectives of the Project as they relate to tasks you will need to successfully complete:

- Analyze market conditions to determine where there are unmet wants and needs;
- Identify market segments that have sufficient interest in and are willing to satisfy wants and needs through new products or services;
- Assess the competitive pressures in the market place;
- Assess pressures in the marketplace which are external to the organization and the industry to determine their impact on the organization;

An Abbreviated Marketing Plan Outline.

Section 1. The Situation Survey. Examine the 5 external environments within which a company operates and discuss:

- General economic conditions that will/may affect the demand and other marketing efforts for the product/service being offered;
- Specifics on customers for the products and services (why they buy, what they are seeking, how their characteristics are defined, how much they purchase, what the determinants are for their usage, whether or not there is any geographic or seasonality pattern to demand, what price sensitivity is, whether the purchase of this product or service is dependent upon any other purchases [you have to have a CD player to be a CD user] etc.);
- Competitive situation (who the competitors are in not only the specific category but also close categories), what are the marketing strengths and weaknesses of those competitors, how they are going to market;
- Technological conditions that may alter market conditions;
- Legal constraints on the marketing of the product or service.

It is very important to note, that this section is filled with data and information. It is a “picture” of where the market is. Of all of the sections of the marketing plan, this is the most objective.

Section 2. Strategic Implications of the Situation Survey. “The Strategic Implications of the Situation Survey is also referred to as a SWOT analysis. It is drawn from the facts presented in the situation survey (Section 1). Here is where you interpret and draw inferences

from the data and where you define opportunities in the market place that your company/product or service will attempt to satisfy.

Section 3. Objectives and Strategies. Section 3 of the marketing plan is a statement of the objectives and strategies for the marketing of the product or service (in this case, including strategic design of the product or service itself). As such it must address the strengths the organization must capitalize upon and the weaknesses it must overcome in order to maximize the likelihood of success. It must include

- How the product/service will be positioned to the market and vis-à-vis the competition;
- Specific objectives (goals) for each phase of the product/service launch;
- Specific definition of the end-user target market;
- Development of strategies at a minimum in the following areas: product/service characteristics; product packaging; development of channels of distribution; pricing (introductory and long-term); promotion and marketing communications.

Section 4. The Detailed Description of the Programs you are Recommending. This section is a detailed description of the specific programs you are recommending to bring the product or service to market and should include:

- Sales force development and goals;
- Specific creative strategy to support positioning;
- Specific media programs and/or public relations efforts to support product introduction;
- Test marketing considerations;
- Use of e-marketing tools in support of the product launch;
- Geographic considerations/roll-out plan;
- Monitoring, evaluation and control mechanisms built into the effort;

Although that may sound intimidating, once you get into the project it will come to feel pretty natural. As you can see from the above, there is a great deal of “homework” to be done in the situation survey part of the marketing plan, before you have enough information to start making decisions in the Sections 2 – 4.

MBA 8145 MARKETING TEAM PARTICIPATION SHEET

(My Name Is) _____

I believe I should receive (0 – 100 points) _____ for my efforts on the
_____ Marketing Plan.

(name of company)

The reasons why I believe I deserve this grade are as follows:

I believe my teammate _____ should receive (0 – 100)
_____ points for their effort on this project. The reasons why I believe
she or he deserves this number of points is because:

I believe my other team- mate _____ should receive (0 – 100)
_____points for their effort. The reasons why I believe he or she deserves
this number of points is because:

I believe my other team- mate _____ should receive (0 – 100)
_____points for their effort. The reasons why I believe he or she deserves
this number of points is because:

I believe my other team- mate _____ should receive (0 – 100) _____points for their effort. The reasons why I believe he or she deserves this number of points is because:

Overall, I believe our marketing plan and presentation were (circle one) - *really poor – lacking – average – a bit better than most – absolutely outstanding* – and should receive (0 – 100 points)_____. Why?

please staple or fold these three pages together

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This syllabus is a general outline, and it provides policies and study guidelines for the course noted above. From time to time during the semester deviations may be necessary

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My Name Is _____

MBA 8145 - Marketing Plan Evaluation (To Be Filled In For All Other Groups Than Your Own)

MC Plan for (name of organization): _____

Number of Points I Give to the Team: (0 – 100) _____

Justification:

Based Upon My Reading of the Marketing Plan, I have these specific general comments:

Based Upon My Reading of the Marketing Plan, I believe the group did commendably well in the following areas:

Based Upon my Reading of the Marketing Plan, I have the following issues/concerns with the project:

Based upon the group's in class presentation/question and answer session, I believe they answered or did not answer most of my concerns. Explain.

Based upon the group's in class presentation/question and answer session assess the overall performance of the group in the written and "presentation" phase of this project.