**MBA 532: MARKETING MANAGEMENT**

**Nature and Purpose of the Course**

Marketing is responsible for growing and sustaining the enterprise by adapting the organization to changes in the dynamic global environment. This requires analysis of customers, competitors, and the organization; searching for opportunities; and formulating ways in which enterprises can change their product offerings to take advantage of those opportunities. In this way, marketing is one source of the organization’s **strategic thinking**. Effective marketing management comes from systematic, analytical, and critical thinking and from reasoned application of several underlying principles and hence we will practice such thinking.

This course deals with “marketing” as “market-driven management,” in both profit and non-profit enterprises. Besides introducing you to the elements of marketing analysis, we will also consider the key elements of marketing strategy and its implementation via the marketing mix: product management, pricing, distribution, and communication. We will study marketing in its local and global context and emphasize socially responsible marketing.

Each class will employ a mix of lectures, videos, class discussions, exercises, and analyses of case studies. Most likely, there will be a guest speaker.

Upon successful completion of the course the students will be able to:

- Explain the role of marketing within the organization, the elements of marketing strategy and implementation, and the use of marketing strategy for competitive advantage, global business and marketing environment
- Explore/investigate and analyze marketing situations (customer, market, competitors, stakeholders, the firm and its environment), problems and strategies to identify opportunities and threats to the organization
- Identify and assess alternative courses of action to resolve marketing problems and arrive at decisions
- Design a coherent marketing plan to attain competitive advantage
- Recognize the ethical, societal, and environmental dimensions of marketing practices
- See the marketing problems from a global as well as a local perspective
- Communicate marketing analyses effectively in writing and oral forms
- Work effectively and respectfully in teams to conduct marketing analysis and reach decisions

**Learning Resources**

- **Required**: Either Harvard Business School marketing core curriculum (HBS CC)  
- **Required**: other articles and cases listed in the course outline

**Assessment**: five components will determine your grade:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Individual work: quality of participation</td>
<td>10%</td>
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<tr>
<td>Individual work: final exam</td>
<td>25%</td>
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<tr>
<td>Individual work: 3 assignments</td>
<td>15%</td>
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<tr>
<td>Group work: 1 case</td>
<td>10%</td>
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<tr>
<td>Group work: 1 assignment and final project</td>
<td>40%</td>
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SCHEDULE

Session 1 (3 Feb): INTRODUCTION: What is this course about?

Required readings for the semester - guidelines for the project and cases:
- Strategic mrg plan worksheet
- Note: “Executive summary”

Session 2 (10 Feb): MARKETS and MARKETING

Why marketing? From selling to marketing and the notion of “value”

Required readings:
- HBS CC: Sunil Gupta, 2014 “Creating Customer Value”

Recommended reading: Kotler & Keller, chapters 1 & 2 - “Scope of Marketing”, “Marketing Strategies & Plans”

Individual Assignment 1 (5%): identify the marketing mix, value, and STP of IKEA furniture (only furniture!). Use the readings and IKEA website. Make sure you apply the readings! 2 pages.

Session 3 (17 Feb): MARKET ANALYSIS & MARKETING INSIGHTS

How can we understand and predict how customers and competitors behave?

Required readings:
- Notes on PESTEL and SWOT analysis

Recommended: Kotler & Keller, Chapter 3 “Marketing Research and Analysis”

Also check out: http://www.strategy-business.com/article/00325?gko=a83f4 http://insight.kellogg.northwestern.edu/article/reframing_the_poverty_problem
Identify how they captured consumer insight (how did they do research? What research did they do? What did they find? How did they make sense of what they found?) Use this week’s readings.

Session 4 (24 Feb): MARKET ANALYSIS & MARKETING INSIGHTS (continued)

Required readings:

**Recommended readings:**

**Group Assignment 1:** prep for your project: research proposal

**Session 5 (2 March): COMPETITIVE ANALYSIS AND STRATEGY**

How do we analyze competitors and formulate competitive strategy?

**Required readings:**
- Kotler and Keller, chapter 7 “Competitive & effective brand positioning” pp. 136-144

**Session 6 (9 March): CONNECTING WITH CUSTOMERS: B2C and B2B Markets**

Why and how do we buy (or don’t buy) and use what we buy?

**Required readings:**
- CEMEX Patrimonio Hoy case – read for the assignment below

**Recommended readings:**
- Kotler & Keller, chapters 4,5 “Building long term customer relations”, “Buying Dynamics of Consumers & Businesses”
- Sawhney, 2016, Kellogg Insights “Five Ways to Authentically Engage Your Customers”

**Individual Assignment 3 (5%):** The following Qs pertain to the CEMEX case:
1. Identify how Patrimonio Hoy connected with their consumers.
2. **What** value has Patrimonio Hoy (PH) generated and delivered for its customers (home builders)?
   **How** did they generate, communicate and deliver value?
   Apply Gupta, 2014 “Creating Customer Value” and Ger, Kravets, Sandikci (p. 32) as well as this week’s readings

**Session 7 (23 March): MARKET SEGMENTATION, TARGETING, POSITIONING**

Who should be our customers? How do you want your customers to think about your brand relative to competitors?

**Required readings:**
- HBS CC: Sunil Gupta, 2014 “Segmentation and Targeting”
- HBS CC: Jill Avery, Sunil Gupta, 2014 “Brand Positioning”
Recommended readings:
- Kotler & Keller, chapter 6 “Target marketing”
- Kotler & Keller, chapter 7 “Competitive & Effective brand positioning” pp. 130-137

Individual assignment- bonus 5%. Briefly review Gupta, Avery & Gupta, and D’Aveni. Compare and integrate them. What did you take away – key points.

Session 8: (30 March) MARKET SEGMENTATION, TARGETING, POSITIONING (continued)

Session 9 (6 April) IMPLEMENTING MARKETING STRATEGY: VALUE CREATION
PRODUCT, BRANDING, AND SERVICE DECISIONS

What is the value offered to the customer?

Required readings:

Recommended: Kotler & Keller, chapters 9, 10 “Product mix and new offerings”, “Analyzing and marketing services”

Individual Assignment - Bonus (5%): Compare and contrast and integrate Gupta, Dolan and Holt. What did you take away? Key points?

Session 10 (13 April): Project Discussion

Project interim reports

Session 11 (20 April): IMPLEMENTING MARKETING STRATEGY: VALUE CREATION
PRICING DECISIONS

What is the value to the consumer? What is the right price?

Required readings (Pricing):

Recommended readings:

Case: TBA

Session 12 (27 April) IMPLEMENTING MARKETING STRATEGY: VALUE DELIVERY
DISTRIBUTION DECISIONS

What are the best ways to reach the customer and deliver value?

Required readings (distribution):

Recommended readings:
- Kotler & Keller, Chapters 12,13 “Developing and managing strategic & integrated marketing channels”, “Managing retailing, wholesaling, logistics”
- Couglan, 2017, Kellogg Insight, “How to ensure your great new product reaches the right customers”

**Individual Assignment - Bonus (5%)**: Compare and contrast Rangan and Couglan. What did you take away – key points.

**Session 13 (4 May): IMPLEMENTING MARKETING STRATEGY: VALUE COMMUNICATION**
How can we best communicate (the value) with the customers?

**Required readings:**
- HBS CC: Jill Avery, Thales S. Teixeira, 2016 “Marketing Communications”

**Recommended readings:**
- Kotler & Keller, chapters 14,15,16,17 “Designing and managing integrated marketing communications,” “Managing mass communications”, “Managing digital communications,” and “Managing personal communications”
- Dobela, A., D. Toleman, and M. Beverland (2005), “Controlled infection! Spreading the brand message through viral marketing,” Business Horizons, 48, 143-149.

**GUEST SPEAKER** –

**Individual Assignment - Bonus (5%)**: Compare and contrast the required readings. What did you take away – key points.

**Session 14 (11 May) LONG-TERM SUCCESS**

**Required Readings:**
- Rangan, Chase, and Karim 2015 “The truth about CSR” HBR (Jan-Feb), 41-49.

**Recommended:**
- Kotler & Keller, chptr 18 “Responsible marketing in a global environment”

**FINAL EXAM PERIOD: FINAL EXAM & PROJECT REPORTS**