



MBA 706-41D: Marketing Management



Summer 2021 (May 10 – June 21) Online Graduate Course

Professor: Dr. Merlyn Griffiths

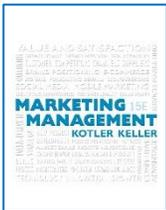
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This syllabus is binding and will not change without notice sent to the entire class through the Canvas system

Required Text Marketing Management, 15th Edition by Kotler and Keller
ISBN- 9780133856460
Publisher: Pearson



Catalog Course Description: Issues related to the marketing process, major trends and forces that are changing the marketing landscape, marketing information, building and managing brands, marketing strategy and roles of ethics in marketing.

Marketing is not just selling or advertising. Rather, it is the business function that deals with customers' needs and wants. Marketing management help companies to understand customer preferences, link that knowledge to designing appropriate products and services for selected customers, and determine appropriate methods to communicate, to capture, and to deliver value. The marketing management process is important at all levels of the organization, regardless of the title applied to the activity. Keep in mind that effective marketing management results not only from simply internalizing marketing facts and institutional detail, but also from systematic critical thinking and the reasoned application of several general principles. With this in mind, the objectives and outcomes of the course are as follows:

Learning Objectives and Outcomes:

At the completion of the course, students will be able to:

- 1) Demonstrate an understanding of marketing and the marketing process.
- 2) Identify the major trends and forces that are changing the marketing landscape.
- 3) Locate, interpret, and evaluate marketing information for decision making.
- 4) Evaluate the obstacles and challenges in building and managing brands.
- 5) Analyze the changes in marketing strategies during the product's life cycle.
- 6) Evaluate the internal and external forces that influence an organization's marketing strategy.
- 7) Assess the attractiveness of a market segment.
- 8) Evaluate the roles of ethics in marketing activities.
- 9) Apply the tools and concepts learned in the course to develop a customer-driven marketing strategy and mix.

CRITICAL NOTE: This is an **intensive course** and requires a significant amount of work. **We cover in 6 sessions, the same material that is typically covered in a 14-15-week semester.** As such, to be successful in this course, you must schedule sufficient time to read the materials, complete the assignments every week and work with your team on the project. **If you are not able to commit the required time, or if your schedule involves traveling or other commitments that will require extensive or excessive accommodations please take this course during the regular semester.**

COMMUNICATION

All communications will be sent through the Canvas LMS. Communications being sent to all registered students will address: “Class.” In your communications to me, you may address me as Dr. G; Professor G; Dr. Griffiths, Professor Griffiths; Prof. G. any of these will be fine.

Email communications: I will respond to emails in a timely manner – usually within 24 hours (weekdays but may be longer on the weekend). If I initiate an email to you, I will use your email address associated with your name in Canvas, so be sure to check that account often.

COURSE DESIGN

All sessions run on a Monday to Sunday schedule. New sessions begin on Monday at 5:00am and end on Sunday at 11:59pm. These are in the “Modules” tab on the course site.

To accomplish the objectives, we will use a combination of lectures, video case study with discussions, and readings.

The course is designed as an introductory survey of marketing topics that will introduce you to the theories, terminology and frameworks of marketing. The course has two parts: a strategic portion and a tactical portion.

- **Strategic:** The strategic portion focuses on identifying organizational competencies and using these competencies to analyze industries and identify target markets.

- **Tactical:** The tactical portion of the course reviews the methods that firms can use to optimize their profits in the markets that they choose to target. Topics covered in the tactical portion include product pricing, promotion, and distribution issues.

Lectures: Lectures will focus on principles, theories and applications. Included in the lecture are video cases and clips that allow you to gain a more in-depth understanding of course concepts and their applicability to the marketplace. Video cases are “case-in-point” examples to highlight practice and application of the concepts and frameworks discussed in our readings and lectures. At the end of these cases, you may be required to engage in a discussion of the topics from the readings, lecture, or video case. Articles and other readings may also be posted in the respective modules. Not all chapters in the text will be covered.

Evaluation and Grading Policy

1. Discussion & Participation	15%
2. Weekly Quizzes	20%
3. Quantitative Analysis	15%
4. Team Product Launch Analysis*	30%
<i>Report</i>	15%
<i>Peer evaluation</i>	15%
5. Final Exam	20%
Total	100%

Grading Scale	
A	94-100
A-	90-93
B+	86-89
B	82-85
B-	78-82
C	70-77
F	< 70

All assignments with the exception of the Product Launch Analysis, are to be completed individually. Grade calculation is based on this weighted rubric, NOT the assignment percentage grades in Canvas.

Grades are non-negotiable and final grades can only be changed to correct calculation or input errors on my part. If you have questions as to the validity of a grade this must be brought to my attention in writing within one (1) week of the day/date the grade is posted.

Grades WILL NOT be determined by a standard bell curve whereby the majority of the class receives a ‘C’ and the minority receives otherwise. Rather, grades will strictly depend on the number of points accumulated relative to the total number of points allotted in the course.

****Note:** All submitted work will be checked for plagiarism. To avoid discrepancies, be sure to cite appropriately works of others that you are referencing. For details on what constitutes plagiarism, please visit <http://academicintegrity.uncg.edu/> and see further details below.

COURSE STRUCTURE

Modules:

Each module will open at 5AM on Monday morning and close at 11:59pm on Sunday night. The content for each module is not available before the beginning of the week. Lecture content (e.g., videos, etc.) will remain available after the module has ended for later review as needed. **Video cases are included as either MP4 or hyperlinks within the lecture slides.**

Virtual Class Meeting: ZOOM

Each week we will meet via Zoom in Canvas. Meetings are scheduled for 1-hour on Tuesday and will consist of short lecture discussion and answering your specific questions. Attendance, though not mandatory is strongly encouraged. Meetings **are recorded** for later view. All recordings are via Zoom.

Discussion & Participation: 15%

Much learning can be gained as you share your experiences, questions and analyses with each other. Participation in the discussions is mandatory, and requires thoughtful/ thought provoking engagement, rather than superficial commentary.

Weekly discussion forums are offered on specific topics. **You are expected to post your response to the issues or scenarios posed and respond to a minimum 2 posts made by your classmates by Thursday. You must post first before you can see the posts of others.** In other words, you will not see the posts of others until you have posted your original thoughts on the topic. Your original thought must be fully constructed. **Submitting few words, sentences, incoherent content, noncontributory statements (e.g., I agree, good point, I like what you said, or blank space or any odd character etc..) that then allows you to see the responses of others to which you then craft your argument, will result in ZERO.** The objective is to enhance the conversation and bring further insight to the subject at hand. In responding to a post, try to synthesize the collected wisdom from the class in a way that makes sense to you. Contribute those ideas, and others will add their thoughts. The discussions are contained within each Module. **While the Module runs Monday 5:00AM – Sunday 11:59PM, discussion posts are due on Thursday by 11:59pm.**

Quizzes: 20%

Five (5) weekly quizzes will focus on all or some the materials for the respective week, including readings, lectures and videos (ads & cases) within that module. The format may include true/false, multiple choice or short answer essay. Quizzes can be found within each session module and must be completed before 11:59pm on Sunday unless otherwise noted. Once you open the quiz, your clock begins, and you must complete it in its entirety at that time. Once your allotted time has expired, the quiz will automatically submit. Correct quiz answers are available **at 5am on Monday following the expiration of the deadline.**

Accessing the Quiz: You will find the quizzes on Canvas. To access Quiz 1, go to “Modules” -> “Session 1”-> “Quiz 1.” Follow a similar procedure for other quizzes.

Taking the Quiz: You can take each quiz ONE time only. There will be no additional quiz-taking opportunities. If you miss a quiz, your score for that particular quiz will be 0. **If you know that you cannot take a quiz in the latter part of the week, study ahead and take it early in the respective week.**

Quantitative Analysis 15%

One quantitative assignment will be given. The focus is to increase your analytical abilities and increase your knowledge of the fundamentals of what is typically classified as marketing math. Details of this assignment will be distributed on Canvas.

Final Exam: 20%

The objective of the exam is to ensure that you understand the core concepts. Exams include 50-80% of material from the textbook and lectures. Therefore, if you do not read the book and complete the weekly assignments, it will be difficult to pass the exam and subsequently, the course. Be aware that questions are essentially of two types: (1) purely informational questions and, (2) diagnostic questions. The purely informational questions require less thought, as they merely test your exposure to, and memory of the material. Diagnostic questions, however, often cause some degree of discomfort for those who are not accustomed to them. Their purpose is to determine whether you have learned the material adequately to be able to recognize its applicability in a given situation. These questions ask you to search your memory banks to determine what you have learned that is useful and appropriate to apply to the situation with which you are faced.

Testing Procedures to be followed: Final exam is available in the Canvas course site, during the assigned test times. You can take the exam only ONE time. Once you open the exam, you must complete it in its entirety. If you close your computer without finishing the exam your time on the clock will continue to run and Canvas will submit your exam once the allotted time has been exhausted, even if you are not finished. In other words, you cannot start and stop or open/close. Once opened, it must be completed at that time. The exam will not be reopened after the set time has expired for any reason. If computer glitches, a screen shot of your computer must be emailed to me immediately, and an assessment of the situation will be made at that time.

Important: Do not log in and out of the exam or quiz after you have started the exam or quiz. If you do, the timer will keep running and the time will be counted towards your exam or quiz attempt, even if you were logged out of the assignment/out of Canvas.

Canvas will force you to submit the test when the deadline is due, even if your test is not complete. Thus, if you want to have the full allotted time in the test, you should begin your exam attempt at least two hours prior to the end of the exam availability period.

Team Product Launch Analysis Project 30%

Team Assignment: Teams are formed at the beginning of the course. You will self-enroll in a team.

How to: In Canvas, click on “People” then “Groups” and then “Marketing Project Team” Add yourself to one of the teams. **Maximum of 6 persons per team, and no less than 4 persons to a team.** **Teams MUST be formed by Saturday May 15th by 11:59pm.**

For further details on how to join a group/team:

<https://support.rowanonline.com/index.php?/Knowledgebase/Article/View/325/0/how-do-i-join-self-sign-up-a-group-in-canvas>

You are responsible for coordinating with your classmates to form teams. Each team will have full online work capabilities including virtual classroom and discussion through Canvas, including Google docs, conferencing, file sharing, etc.

Team Project: Each team will research and analyze a product launched no less than 12 months and no more than 36 months ago. Further details of the product launch assignment will be distributed.

Submission of Team Assignment: The team’s completed analysis must be uploaded in Canvas in Microsoft Word format ONLY on the due date indicated. **Do not upload PDF, or Google Drive/share links, or any other formats.** The only accepted format is a Word document. Only ONE PERSON from each team will upload the final document. In other words, a single team document is to be uploaded by a single member of the team.

The **maximum length is 20 pages**, of text (double spaced, 12-point font) not including cover page, tables and appendices. To be fair to all teams, I will not read or grade beyond 20 pages. The work must be accurately cited with corresponding reference in APA style.

IMPORTANT NOTE: Wikipedia is NOT a credible source and should not be included or cited under any circumstance.

IMPORTANT NOTE: In the schedule below, you will note some **chapters to be “skimmed,”** these chapters as well as other chapters not covered in the text, can be referenced in helping you understand different aspect of the analysis.

Some suggestions to increase the probability of generating a very good analysis are:

1. Start early!
2. Attempt to develop some structure before engaging in research to collect information. Be flexible in your sources of information. Discussions with key executives, current and potential customers, competitors,

published information from public sources and the company, personal observations, etc. are all feasible options.

3. Follow the specific instructions given in the assignment document to ensure your analysis contains the required content.

As you can tell, this type of analysis cannot be meaningfully completed in the last week of class. Be cognizant of the calendar; recognize that a product launch analysis requires plenty of time and research.

Since we meet in only 6 sessions, communicating/meeting with your team members will require extensive use of technology. This is strongly recommended. **Discussion board, email access, virtual classroom and file sharing will be available for each team via Canvas once your teams are formed.**

* If there are questions regarding the project, please email me early. Don't wait until the last week when it's too late to seek help.

Contribution of Team Members

The business workplace is a social environment where you must work with others to achieve the goals and objectives of the entire organization. Therefore, 50% of an individual's project grade will be based on the work produced. In other words, 50% of YOUR project grade is in the hands of your peers (team members).

❖ **Peer Evaluation:** Each member of the project teams will provide evaluative feedback on the performance of each individual team member. You will give yourself a rating and provide comments on the contributions each member (including yourself) made toward the successful completion of the project. The ratings provided by each team member will be taken into account in the final calculation of the individual's total project participation and contribution grade. The onus is on you to contribute 100% toward the success of the project and to work well with your team members.

The peer evaluation form is available via Canvas and must be completed and uploaded into Canvas by 11:59pm on Monday June 21st.

SUBMITTING YOUR WORK: CANVAS

All written assignments should be turned in by the respective due dates by uploading it into Canvas. All documents must be in Microsoft word format only. Do not load pdf files, Google drive or shared links. Be sure to verify that you have correctly submitted your document.

Late submissions will not be graded.

Technical Difficulties

Technical problems are not acceptable reasons for missing a quiz, exam or completing an individual or team assignment. If you experience technical difficulties, contact 6-TECH Service Center at techsc@uncg.edu or call 336.256.TECH (8324). Be sure to report it to me **immediately** with accompanying evidence (e.g. a screenshot). **Any technical problems reported after the expiration of the deadline will not be considered and are not valid excuses for not completing an assignment.** **However, situational circumstances like "verifiable computer glitches" which results in LATE SUBMISSION may be accepted with a grade penalty. Proof of technical challenge must be documented (e.g., screen shot, picture, etc.)**

Time Management

It is imperative that you manage your time to ensure that you complete the required assignment by the appointed due dates. It is unwise to wait until the last minute to begin an assignment. Starting ahead of time will allow you to manage any technical or personal issues that may arise in a timely manner and still meet the required deadlines. Any technical problems reported AFTER the deadline of an assignment due date will not be considered.

NOTE: As a student taking an online course, it is your responsibility to make sure that you have access to a reliable computer and a reliable internet connection during the entire duration of the course. Inability to access a computer or internet at any time during the course is not an acceptable excuse for not completing an assignment. UNCG has several computer labs available for students and public libraries offer internet access free of charge.

OTHER REQUIREMENTS

Academic Integrity Policy:

Students are expected to adhere to the Academic Integrity Policy on all assignments and tests. The syllabus will provide a link to the complete description of the Academic Integrity Policy as found in the UNCG Graduate Bulletin. <http://academicintegrity.uncg.edu/complete/>

Expectations of Students

Students in the Bryan School are also expected to adhere to the Student Code of Conduct. Further details may be found at <http://academicintegrity.uncg.edu/complete/> and <http://studentconduct.uncg.edu/policy/code/>. The Bryan School has additional expectations and guidelines for students to follow which can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.

Expectations of Faculty

The Bryan School expects its faculty to conform to all existing UNCG codes and policies. These are found at http://provost.uncg.edu/faculty/h_section4.asp. In addition, the Bryan School has expectations and guidelines for faculty to follow which can be found at http://www.uncg.edu/bae/faculty_student_guidelines.pdf.

Note that occasionally, changes in the schedule of the course may be necessary. These changes will be announced via Canvas email. Equally, materials may be added to increase your knowledge and efficiency in a particular subject area, as well as articles to read in preparation for the next module. It is your responsibility to connect with CANVAS to stay abreast of changes, additional material, etc.

Accommodations

Students registered with OARS (Office of Accessibility, Resources and Service) can receive accommodations. Please provide me with the accommodation documentation from OARS by **Wednesday of the first week of class**. (See: <https://ods.uncg.edu/student-services/register/>)

No other accommodations will be made. If you must travel or have other plans, the onus is on you to complete the required work before the deadline/due date. Weekly sessions/modules, assignments, quizzes, or exam, will not open earlier than designated and will not reopen once closed. No accommodations will be made for travel, work, or other such situations. Please plan your schedule accordingly.

Sessions: All sessions run on a Monday to Sunday schedule. New sessions begin on Monday at 5:00am and end on Sunday at 11:59pm. The following highlights the sessions, dates and, coverage content. No changes will be made to this schedule. However, in the event a change is necessary, written notice will be sent to the class via Canvas email.

Weekly Schedule

Module: Session 1		May 10-May 16	
Focus	 Understanding Marketing Management		
Virtual Class Meeting	When: Tuesday 5/11	Time: 6:00-7:00pm	Location: Zoom
Readings	Ch 1: Defining Marketing for the New Realities	Ch 2: Developing Marketing Strategies and Plans	
Explore in Your Readings	1. Why is marketing important? 2. Does marketing create or satisfy needs? 3. What is marketed? 4. How does marketing affect customer value? 5. How is strategic planning carried out at different levels of the organization?		
Activities	Lecture 1 Video Case: Jeff Bezos on Amazon Business Strategy 	Discussion 1: Post due Thursday 11:59pm Visit https://www.innocentdrinks.co.uk/ Review the company's site.  1. Do you feel that the company is responding to the changes in marketing today, namely, societal marketing? If so, how? If not, what's missing? 2. What did you find there of particular interest to you? 3. What conclusions can you draw from Innocent Drinks strategic marketing approach?	Quiz 1 25 Questions 45 Minutes
Items Due	When: Thursday 5/13	What: Complete your profile including picture in Canvas	
Items Due	When: Saturday 5/15	What: Teams must be formed by 11:59pm.	Max 6 per team Min 4 per team

Module: Session 2		May 17 - May 23	
Focus	✚ Capturing Market Insight		
Virtual Class Meeting	When: Tuesday 5/18	Time: 6:00-7:00pm	Location: Zoom
Readings	Ch 3: Collecting Information and Forecasting Demand	Ch4: Conducting Marketing Research	Ch 5: Creating Long Term Loyalty Relationships (<i>Skim only</i>)
Explore in Your Readings	<ol style="list-style-type: none"> 1. What are the components of a modern marketing information system? 2. What constitutes good marketing research? 3. What are some influential macro-environment developments? 		
Activities	Lecture 2  Video Case: Dominos	Discussion 2: Post due Thursday 11:59pm Watch: What Gen Z is All About Do marketers need to create separate products and marketing programs for each generation?	Quiz 2 25 Questions 45 Minutes
Items Due	When: Friday 5/21 @ 11:59pm	What: Team selection for product launch analysis & rationale for selection. Identify the company, the specific product, and explain why you have chosen this product.	1-page, uploaded in Canvas by 1 team member. Word file only. No links or pdf.

Module: Session 3		May 24 - May 30	
Focus	✚ Connecting with Customers		
Virtual Class Meeting	When: Tuesday 5/25	Time: 6:00-7:00pm	Location: Zoom
Readings	Ch 6: Analyzing Consumer Markets	Ch: 7 Analyzing Business Markets	Ch: 9 Identifying Market Segments and Targets
Explore in Your Readings	<ol style="list-style-type: none"> 1. How do consumer characteristics influence buying behavior? 2. What are the requirements for effective segmentation for B2C and B2B? 3. How should a company choose the most attractive target markets? 		
Activities	Lecture 3 Video Case: Zipcar 	Discussion 3: Post due Thursday 11:59pm Watch: First GMO Fish for Human Consumption Will Be Produced in Indiana (Aug 10,2018 report). What macroenvironmental implications do you see here? Which target markets are likely to be most vs. least receptive of this product? Would you eat it? Why/Why not?	Quiz 3 25 Questions 45 Minutes

Module: Session 4				May 31 – Jun 6			
Focus	✚ Shaping the Market and Building Brand Equity						
Virtual Class Meeting	When: Tuesday 6/1		Time: 6:00-7:00pm		Location: Zoom		
Readings	Ch 11: Creating Brand Equity		Ch 13: Setting Product Strategy		Ch 16: Developing Pricing Strategies and programs		
Explore in Your Readings	1) What is brand equity? How is brand equity built, measured, and managed? 2) How can companies combine products to create strong co-brands or ingredient brands? 3) How do consumers process and evaluate prices?						
Activities	Lecture 4 Video Case: Pricing: How Retailers Get You to Buy 		Discussion: Post due Thursday 11:59pm Brand Valuation: Compare the top 5 Global Brands listed for BrandZ and Interbrand. In your opinion, which ranking do you most agree with? Explain why.		Quiz 4 25 Questions 45 Minutes		
Items Due	When: Sunday 6/6		What: Quantitative Analysis		Time: 11:59pm		

Module: Session 5				Jun 7 – Jun 13			
Focus	✚ Delivering Value						
Virtual Class Meeting	When: Tuesday 6/9		Time: 6:00-7:00pm		Location: Zoom		
Readings	Ch: 17 Designing and Managing Integrated Marketing Channels		Ch: 18 Managing Retailing, Wholesaling and Logistics				
Explore in Your Readings	1. What is a marketing channel system and a value network? 2. What decisions companies face in managing their channels? 3. What major types of marketing intermediaries occupy this sector? 4. What are the major trends with marketing intermediaries?						
Activities	Lecture 5 Video Case:  Zappos Video: Retail 2020		Discussion: Post due Thursday 11:59pm Take a position -Pro or Con: Does It Matter Where You Sell? Channel images do not really affect the brand images of the products they sell that much, versus channel images must be consistent with the brand image.		Quiz 5 25 Questions 45 Minutes		
Items Due	When: Fri June 11		What: Product Launch Analysis		Time: 11:59pm		
Items Due	When: Sun June 13		What: Peer Evaluation for Team project		Time: 11:59pm		

Module: Session 6 Jun 14 – Jun 20			
Focus	 Communicating Value		
Virtual Class Meeting	When: Tuesday 6/15	Time: 6:00-7:00pm	Location: Zoom
Readings	Ch: 19 Designing and managing Integrated Marketing Communications	Ch 21 Managing Digital Communications Online, Social Media and Mobile	Lee, I. (2018). Usefulness, funniness, and coolness votes of viewers. <i>Industrial Management & Data Systems</i> . 118(4) 700-713
Explore in Your Readings	1. What is the communications mix and how should it be set? 2. What is an integrated marketing communications program? 3. What steps are required in developing an advertising program?		
Activities Exam: Covers all chapters except “Skim”	Lecture 6 Video Case: JayZ & Bing  Video: Future of Advertising	Discussion: Post due Thursday 11:59pm What does a company gain by having a Facebook page or advertising through Facebook? What would you think if a brand or company were not on Facebook?	Final Exam opens with the beginning of the Module and closes at 11:59pm on Sunday.
Due: All outstanding items must be submitted by 11:59pm on 6/21			