



**MBA Marketing Strategy
Spring 2012**

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Office Hours: W 5:30-6:30 P.M., before and after class, or by appointment
Classroom: Lucy Stone A121
Time: W 6:40 - 9:30 P.M.
Course Web Page: blackboard.rutgers.edu

COURSE OBJECTIVE

The fundamental objective of this course is to provide students with an understanding of the practical aspects of marketing strategy. Students completing the course will have an understanding of the application of key marketing terms and concepts, tools and frameworks in complex business situations. The content will focus on the role of marketing activities in the business enterprise and their utilization to achieve a sustainable competitive advantage. Gaining the ability to apply the tools and concepts of marketing is the key objective.

TEXTBOOK

Any and all marketing textbooks utilized in the program so far would be helpful. None required.

Suggested:

- *A Framework for Marketing Management* by Kotler and Keller
- *Strategic Brand Management* by Keller
- *Marketing Research* by Aaker, Kumar and Day
- *Contemporary Advertising and IMC* by Arens, Weigold and Arens.

COURSE STRUCTURE

The course will focus on the activities performed by a typical marketing department in an average company. To assist you in this endeavor and to help ensure the objective of the class is achieved, each class section will be conducted as a seminar with the following activities typically taking place:

1. The articles read for the class session will be discussed, with each class member taking an active part in the discussion, with particular consideration being given to the relevance and significance of the articles' content to marketing management.
2. Various marketing topics will be discussed by the instructor.
3. The specific analysis tools required for a proficient marketing strategy development and implementation will be presented and real world cases will be discussed.
4. Marketing strategy game related issues will be discussed.

Policies:

- Please adhere to professional behavior in class. Refrain from chatting, reading the newspaper, answering phones, wearing headsets etc. Such behavior is disruptive and discourteous.
- Please do not call the SCM and Marketing Sciences Department about grades and other course information. The secretaries in the Department will not have this kind of information.
- Important announcements will be made in class and posted on course web page.
- Final course grades are final. Changes will only be made if there is a mistake in the calculation of the final grade.
- Accommodating students with special learning needs: In accordance with the university policy, students with documented sensory and/or other learning disabilities should inform the professor, so that their special needs may be accommodated.

STUDENT EVALUATION

The evaluation of your performance in this class encompasses all areas of the course in which it is anticipated that you will be actively involved.

The grading criteria are:

	Percent of final grade
Individual Components:	
Weekly Summaries (10 total)	20
Class Participation	10
Team Components:	
Marketing Strategy Game	30
Board Meeting Presentations (2 total)	20
Written Reports (2 total)	20
TOTAL	100.0

Final grade will be based **on the final scores**: 90+=A, 80+=B, 70+=C, and 60+=D. Grades will be posted on the class website on a regular basis. Please review the postings and communicate with me if there are any discrepancies. Point totals are **NOT** rounded up at the end of the semester.

Weekly Summaries

The articles to be discussed in this class have been selected because they provide insights into basic and fundamental ideas and concepts that impact the marketing activities of every organization. To help ensure that these insights are fully understood and appreciated, each week, in anticipation of class discussion, you will write a summary of the articles that are to be discussed during the class session. The summary is going to integrate **all** articles assigned that week in **one** page. You are required to complete **ten summaries** during the semester.

The Summary consists of two parts. Part A consists of a list of key concepts and ideas in the article, including a brief description of each concept/idea. Part B consists of a description of the

applicability of each concept/idea and the implications of its application in the business world. You can discuss the applicability of the concepts/ideas to all businesses or, more specifically, how they apply to the firm where you work(ed), or the firm assigned for the term project. In the process of considering the article you should critically analyze what the author has to say (i.e., determine what is good about what the author has to say, and what is not so good, and why). A description of the format of the Article Summary and a sample page are presented at the end of the syllabus.

Each Summary will be **exactly one page** in length. They will be graded on the basis of its insightfulness, completeness, and conciseness. The summaries will be turned in following the discussion of the articles. Consequently, make certain that you bring a copy of each Summary to class. No Summary will be turned in late without a penalty (20% for each day).

In Class Participation

Your in class participation will be graded based on your participation to class discussion. The quality of your comments are as important and their quantity. ATTENDANCE IS NOT EQUAL TO PARTICIPATION!!! NO PARTICIPATION TO CLASS DISCUSSION MEANS A PARTICIPATION GRADE OF ZERO!!!

Marketing Strategy Game

Throughout the semester teams will participate as competing companies in an online marketing strategy game. The team that achieves the first place is going to receive the highest grade on the marketing strategy game component of the class. Other teams will receive grades in accordance with the rank of their company at the end of the game period.

Board Meeting Presentations

There will be two “Board Meetings” during the semester. At these meetings, the executive of each company has to make a formal presentation regarding that summarizes the current situation of the market and the company, and makes projections for the future time periods. The team will build a case for the ideal marketing strategy that they are proposing. A description of the key decisions, their reasoning, and expected outcomes should be included. Crucial decisions such as product introductions, market entry and expansion, pricing changes and advertising expenditure have to be justified to the board. Board approval is required for important marketing strategy actions. Each team has **20 minutes** for the presentation with **10 minutes** for questions and answers. The basis for presentation evaluation is listed on the *Presentation Grading Sheet*, at the end of this syllabus.

Written Reports

The market situation, company market performance, strategic decisions and their consequences should be described in written reports. Each team has to submit two written reports during the semester. Similar to the board meeting presentations, the board requires the executive team to submit written reports that analyze, clearly describe and build a case for the decisions the team has taken. The report should also provide clear forecasts for future time periods.

Each report will be spiral bound, with a clear front cover and solid black cover. The company name, executive team members, course number, and semester will be on the first page. The first page will be followed by a Table of Contents, an executive summary (**1 page long**) and then the body of the plan using the format provided. Each page, beginning with the table of contents, will have a header with the company name on the left and the page number and the total number of pages on the right. Page numbering starts with the Table of Contents, which is page number 1. A double line will cross the page below the contents of the header. There will also be a footer with the course title on the left and semester on the right, and a double line on top. Not adhering to these conditions will result in a lowering of the grade.

Team Peer Evaluation

Each team member is required to evaluate other members of his/her team. The grade that any team member receives for any of the team based course components can be changed if there is a consensus among the others regarding his/her contribution or lack thereof.

Articles:

1. Levitt, T. (2004) "Marketing Myopia", Harvard Business Review, July-Aug, pp. 138 – 149.
2. Day, G.S. (1999) "Creating a Market-Driven Organization", Sloan Management Review, 41(1), pp. 11-21.
3. Henderson, B.D. (1989) "The Origin of Strategy", Harvard Business Review, Nov-Dec, pp. 2-5.
4. Porter, M.E. (1996) "What is Strategy?", Harvard Business Review, Nov-Dec, pp. 61-78.
5. Prahalad, C.K. and G. Hamel (1990) "The Core Competence of the Corporation", Harvard Business Review, May-June, pp. 79-91.
6. Day, G.S. and P.J.H. Schoemaker (2005) "Scanning the Periphery", Harvard Business Review, Nov, pp. 135-148.
7. Yankelovich, D. and D. Meer (2006) "Rediscovering Market Segmentation", Harvard Business Review, Feb, pp. 122-131.
8. Nunes, P.F., Johnson B.A., and R.T.S. Breene (2004) "Selling to the Moneyed Masses", Harvard Business Review, July-Aug, pp. 94-104.
9. Day, George S. (2007) "Is It Real? Can We Win? Is It Worth Doing?", Harvard Business Review, Vol. 85 Issue 12, p. 110-120.
10. Drucker, Peter F. (2002) "The Discipline of Innovation", Harvard Business Review, Vol. 80, Issue 8, p. 95-103.
11. Keller, K.L. (2000) "The Brand Report Card", Harvard Business Review, Jan-Feb, 147-157.
12. Fournier, Susan; Lee, Lara (2009) "Getting Brand Communities Right", Harvard Business Review, Vol. 87, Issue 4, p. 105-111.
13. Anderson, Eric; Simester, Duncan (2003) "Mind Your Pricing Cues", Harvard Business Review, Vol. 81, Issue 9, p. 96-103.
14. Gourville, John; Soman, Dilip (2002) "Pricing and the Psychology of Consumption", Harvard Business Review, Vol. 80, Issue 9, p. 90-96.
15. Nunes, Paul F.; Cespedes, Frank V. (2003) "The Customer Has Escaped", Harvard Business Review, Vol. 81 Issue 11, p96-105

16. Abraham, M.M. and L.M. Lodish (1990) "Getting the Most Out of Advertising and Promotion", Harvard Business Review, May-Jun, pp. 50-60.
17. Aaker, D.A. and E. Joachimsthaler (1999) "The Lure of Global Branding", Harvard Business Review, Nov-Dec, pp. 137-144.
18. Cavusgil, S. Tamer, Yenyurt, Sengun, and Janell D. Townsend (2004) The Framework of a Global Company: A Conceptualization and Preliminary Validation, Industrial Marketing Management, 33 (8), pp 711-716.
19. Kaplan, R.S. and D.P. Norton (2005) "The Balanced Scorecard: Measures that Drive Performance", Harvard Business Review, Jul-Aug, pp. 172-180.
20. Yenyurt, Sengun (2003) A Literature Review and Integrative Performance Measurement Framework for Multinational Companies, Marketing Intelligence and Planning, 21(3), pp. 134-142.

TENTATIVE COURSE OUTLINE

Date	Topic	Assignments Due
Jan 18	<i>Course Introduction and Team Formation</i>	
Jan 25	<i>Marketing and its role in organizations</i> Article 1: "Marketing Myopia" Article 2: "Creating a Market Driven Organization"	Weekly Summary (1 & 2)
Feb 1	<i>Strategic Marketing Planning</i> Article 3: "The Origin of Strategy" Article 4: "What is Strategy"	Weekly Summary (3 & 4)
Feb 8	<i>Resources, Capabilities, Core Competencies</i> Article 5: "The Core Competence of the Corporation" Article 6: "Scanning the Periphery"	Weekly Summary (5 & 6)
Feb 15	<i>Market Segmentation, Target Marketing and Positioning</i> Article 7: "Rediscovering Market Segmentation" Article 8: "Selling to the Moneyed Masses"	Weekly Summary (7 & 8)
Feb 22	<i>Marketing Strategy Game Board Meeting</i>	Presentations
Feb 29	<i>Product Management</i> Article 9: "Is It Real? Can We Win? Is It Worth Doing?" Article 10: "The Discipline of Innovation"	Weekly Summary (9 & 10)
March 7	<i>Branding</i> Article 11: "Brand Report Card" Article 12: "Getting Brand Communities Right"	Weekly Summary (11 & 12)
March 14	SPRING BREAK	
March 21	<i>Game Update And Discussion</i>	Written Report 1

March 28	<i>Pricing</i> Article 13: "Mind Your Pricing Cues" Article 14: "Pricing and the Psychology of Consumption"	Weekly Summary (13 & 14)
April 4	<i>Distribution and Supply Chain Management</i> Article 15: "The Customer Has Escaped" <i>Integrated Marketing Communications</i> Article 16: "Getting the most out of Advertising and Promotion"	Weekly Summary (15 & 16)
April 11	<i>Marketing Strategy Game Board Meeting</i>	Presentations
April 18	<i>Global Marketing</i> Article 17: "The Lure of Global Branding" Article 18: "The Framework of a Global Company"	Weekly Summary (17 & 18)
April 25	<i>Implementation and Control</i> Article 19: "The Balanced Scorecard: Measures that Drive Performance" Article 20: "A Literature Review and Integrative Performance Measurement Framework for Multinational Companies"	Weekly Summary (19 & 20) Final Written Report

This schedule may be amended at any time as necessary based on the Instructor's discretion

Weekly Summaries

The format of a summary is as follows:

1. The paper has one inch margins on all sides
2. Header – approximately .4 inches from the top with your name to the left, with double line lower border.
3. Summary Title centered at the top of the page just below the header.
4. Part A – after one single space, “Part A. Basic Concepts and Ideas” in bold print, followed by your numbered list of concepts/ideas and their short description using your own words, indented, in 11 or 12 point font, single spaced, justified on both sides.
5. Part B – separated from Part A by double space with the heading “Part B. Implications for Application” followed by your numbered list of implications for organizations in the same format as Part A.
6. Footer – approximately .4 inches from the bottom of the page consisting of the course number and name on the left and date on the right with double line upper border.

Example:

John D. Smith
Summary Title
Part A. Basic Concepts and Ideas
1.
2.
3.
Part B. Implications for Application
1.
2.
3.
22:630:609 MBA Marketing Strategy
February 22, 2012

Board Meeting Presentation Grading Sheet

Team Number: _____

Date: _____

Rating Scale:

10 – Outstanding

9 – Very Good

8 – Much better than average

7 – Better than average

6 – Average

5 – Not quite average

4 – Less than average

3 – Much less than average

2 – Considerably less than average

1 – Pure charity

Criteria	Rating	Score
Situation Analysis	x 2 =	
Quantitative Support	x 2 =	
Forecasts and Projections	x 2 =	
Clarity of Presentation	x 2 =	
Visual Aids	x 1 =	
Professionalism	x 1 =	
	TOTAL:	

Comments:

Situation Analysis: indicates the team has a good grasp of the current market situation.

Quantitative Support: adequacy of the analysis performed and the richness of empirical support provided for each decision.

Forecasts and Projections: the adequacy and the accuracy of forecasts and projections associate with key decisions.

Clarity of Presentation: the ease through which the information can be understood by the listeners.

Visual Aids: the information should be conveyed in a concise manner, using graphs and figures instead of numbers and calculations.

Professionalism: reflects the dress, decorum, and manner in which the team members conducted themselves.

