

Bishop's University
Williams School of Business
BMK 211 (A01) – Marketing Management
Fall 2005

Professor: Susan Reid

Course Description

The main goal of this course is to help students understand the major decisions marketing managers and top management face in their efforts to harmonize the organization's objectives, capabilities, and resources with marketplace needs and opportunities to create value in the marketplace.

Course Objectives

1. To understand the role of marketing management in the firm.
2. To understand the roles of strategic planning, the marketing process, and the environment from the firm's perspective.
3. Special emphasis is given to demand and supply chain management, new product development, the importance of understanding networks and alliances, brand building and brand asset management.

Required Text and Materials

1. Course text available from the bookstore: "Marketing Management: Canadian 11th Edition" by Philip Kotler and Peggy Cunningham

Course Requirements

1. Final Project - Group Case (Written Report and Presentation):
Students will be assigned to groups of 3 to 4 people each. THE MAXIMUM NUMBER OF PEOPLE PER GROUP IS 4. Each group will be responsible for presenting a final project which is a group case, as indicated on the schedule. Groups and cases will be assigned during the 2nd class.

Presentations of group cases should last approximately 20 to 25 minutes and should involve each member in the presentation. Each case presentation will be followed by a 10 minute question-and-answer session directed to the group presenting. Following this, a general class discussion will ensue. Group cases (the written portion) are due on the same day as the presentation by 5:00 P.M (see the schedule). The case mark will be reduced by 10% for each hour the report is late.

Group cases must be typewritten, double-spaced and contain approximately 20 to 30 pages of text MAXIMUM (excluding exhibits, table of contents and bibliography). This year, grades will be affected if the number of allowable pages is exceeded, so please adhere to the 30 page limit. SWOT's should be placed as point-form summaries in the appendices. Further, the paper should include an introduction, conclusion, table of contents and a bibliography. Please use APA formatting style. The description of "how to do a case" is outlined in Appendix A, and will be discussed during the first class.

2. Two Block Examinations:
Each of the two examinations for this course will take place during regularly scheduled class periods. The first examination will cover material discussed in lectures and the text during "Block 1" (includes Chapter 1 through 9, but not Chapter 2). The second examination will cover material discussed in lectures and the text during "Block 2" (includes Chapters 10, 11, 12, 14, 16, 17 and 18). Each of these exams will include 3 parts as follows: the first part (worth 25%) will include 10 short-answer questions each worth 2.5marks; the second part (worth 50%) will include choice of 2 of 3 possible essays each worth 25 marks; the third part will involve the analysis of a short case using concepts from the relevant material (worth 25%) with 5 questions for 5 marks each. The

exam is closed book. Dictionaries are allowed during the exam, but, electronic translators are not. There is NO supplemental exam provided. Any student who misses a scheduled comprehensive examination will automatically receive 0 for that 25% of the overall grade.

3. Evaluation:

Examination #1 (Block 1)	25%
Examination #2 (Block 2)	25%
Final Project - Group Case (Written Report)	30%
Final Project - Group Case (Presentation)	5%
Participation	15%

Re-weighting of the evaluation criteria will NOT occur under any circumstance, as this could result in unfair advantage for some students over others.

4. Participation:

The breakdown for the above-mentioned participation grade is shown below:

Class Attendance	5%
Group Membership	5%
Class Discussions	5%

Due to a high level of participation required in this course, both individually and as a member of your group, the participation grade reflects this requirement. If you do not feel that you are able to abide by the participation requirements of this course for any reason, as they are outlined below, it is strongly recommended that you do not take this course.

Class Attendance

Attendance will be taken at the beginning of each class. Each student is permitted 2 absences per term, no questions asked (obviously not on days where there are required course elements such as the mid-term exam or presentations). Each subsequent absence, not substantiated by documentation, will result in the loss of 2.5 marks from the class attendance score. If a student continues to miss classes beyond 4 classes (in other words, they have missed their 2 freebies and 2 additional classes already), they will continue to lose additional 2.5 marks for each day missed from their class discussion scores as well.

Group Membership

It is essential that each member of each group contribute to the products of his or her group in a manner, which is, fair and equitable. The peer evaluation form which is required to be completed by each member of each group is appended to this outline (see Appendix B). The score for each individual's group membership mark will be the average of the score assessments of each member of the team divided by the average for the others in the group. Individuals DO include an assessment of their own contribution on the form. The evaluation forms are kept confidential, and as such, should be placed in an envelope and delivered to the professor by the end of the day of the last group presentations.

Class Discussions

While regular class attendance and good citizenship behavior in the group can result in automatic contribution to participation grades of 10%, the remaining 5% comes from individual participation during the class. This means that it is very important to keep up with assigned readings from the text, PRIOR TO CLASS. Immediately following group presentations, there will be a general discussion. Evaluations will be made during the general discussions regarding individual participation. Similarly, during regular class discussions and during Q&A with guest lecturers, evaluations will be made of individual participation.

Tentative Course Schedule

<u>Week/Date</u>	<u>Readings</u>	<u>Topics, Presentations</u>	<u>Due Dates/Events</u>
1 (Thu Sept 8)		Introduction	
2 (Tue Sept 13)	Ch 1	Marketing in the 21 st Century	Group Assignments
2 (Thu Sept 15)	Ch 3	Building Customer Satisfaction, Value and Retention	
3 (Tue Sept 20)	Ch 4	Strategic Planning	
3 (Thu Sept 22)	Ch 5	Gathering Information and Measuring Market Demand	
4 (Tue Sept 27)	Ch 6	Scanning the Market Environment	
4 (Thu Sept 29)	Ch 7	Consumer Markets	
5 (Tue Oct 4)	Ch 8	Business Markets	
5 (Thu Oct 6)	Ch 9	The Competition	
*****Thanksgiving*****			
6 (Thu Oct 13)	Ch 10, 11	Market Segmentation, Selecting Target Markets, Product Positioning	
7 (Tue Oct 18)		Exam #1 (Block 1: Ch1 – Ch 9; NOT Ch 2)	
7 (Thu Oct 20)		Guest Speaker	Exam Review
8 (Tue Oct 25)	Ch 12	New Product Development	
8 (Thu Oct 27)	Ch 14	Product and Branding Strategy	
9 (Tue Nov 1)	Ch 16	Price Strategies	
9 (Thu Nov 3)	Ch 17, Ch 18	Value Networks and Logistics	

10 (Tue Nov 8)	Ch 19	Integrated Marketing Communications	
10 (Thu Nov 10)		Exam #2 (Block 2: Ch 10, 11, 12, 14, 16, 17, 18)	
11 (Tue Nov 15)		Final Case Presentations	Exam Review, cases due
11 (Thu Nov 17)		Final Case Presentations	cases due
12 (Tue Nov 22)		Final Case Presentations	cases due
12 (Thu Nov 24)		Final Case Presentations	cases due
13 (Tue Nov 29)		Final Case Presentations	cases due
13 (Thu Dec 1)		Final Case Presentations	cases due

APPENDIX A

Suggested Outline for Written Report of Case Analysis (written component worth 30% of overall grade)

1. Situation Statement

State the problem(s) in one or two paragraphs. DO NOT RESTATE THE CASE. Your problem definition should be decision-oriented and presented in the form of a question. The problem statement usually identifies and circumscribes the major decision area(s) and should also reveal your perspective and approach to the case.

The problem statement should incorporate the following:

- a) a list of overriding factors presenting challenges and/or opportunities (e.g. major resource limitations, possible competitive moves, new technological breakthrough, etc)
- b) constraints faced by the organization
- c) time frame for resolution of issues or deployment of strategies
- d) some sub-problems or complexities which may be relevant

2. Analysis of the Situation (SWOT)

Two levels of analysis are suggested for consideration. The first (i.e. the market and competitive environment) attempts to understand the structure of the market for all firms. The second (i.e. the firm) critically evaluates the marketing strategy of the individual firm and its position in the market.

Suggested topics are included below (if relevant):

1. The Environment (Opportunities and Threats):
 - a) market size, growth potential

- b) major market segments
 - c) competitive environment
 - d) product positionings of different firms
 - e) stage in product life cycle
 - f) social, technological, legal and economic environment
 - g) regulatory (government) environment
 - h) distribution, promotion and pricing in the market
 - i) any other relevant factors at the macro level
2. The Firm (Strengths and Weaknesses):
- a) target markets and market shares
 - b) past growth and profitability
 - c) product line/items/portfolio
 - d) current/past product strategies
 - e) product strengths and weaknesses/position
 - f) promotion
 - g) distribution
 - h) price
 - i) other strengths and weaknesses of the firm

A good situation analysis in the full written case should begin by outlining each of the above topics where relevant and end with a SWOT summary (Strengths, Weaknesses, Opportunities, Threats), which can be an appendix), along with the implications of this analysis for the organization. The SWOT should be a listing of items/statements in point form. Wherever possible/relevant, use concepts/models covered in the course to help you analyze and develop insights about the case material. Note that comprehensiveness and depth are important for an excellent SWOT in the full written case analysis. Any relevant financial and exhibit analyses should be included and discussed here.

3. Options Generated

Identify the different and feasible alternative solutions to the problem stated (“Do nothing” really isn’t much of an alternative, so don’t use it). Each alternative should be discussed in light of its implication as an overall strategy. Do not use “tactics” as strategic alternatives. Tactics should be discussed under the suggested plan for implementing the proposed alternative strategy.

After discussing the alternatives, list in point form the pros and cons of each alternative. This listing should be exhaustive and critically evaluative, and should pertain to the facts of the situation and the potential effects/outcomes for this specific case.

4. Recommendations

Select and elaborate on the alternative which you feel is best for the firm in the immediate future, keeping in mind what should be important to the firm in the longer run. Justify your choice (i.e. why is it the best strategy?) being certain to identify the decision criteria used in your selection.

5. Suggested Plan for Implementing the Proposed Strategy

Give 2 detailed action plans in point form – one with a 6-month time horizon and a second with an eighteen-month time horizon. These plans should, where possible, include a prediction of the financial impact (e.g., sales, costs, profits) of your plans. Please organize this section using generic marketing plan headings (e.g. objectives, target market, positioning, product/price/distribution/promotion, budget, etc.).

APPENDIX B

Team Member Contribution Rating Form¹

Your Name: _____

Group Name: _____

Purpose: This form is to allow team members to rate the contributions of each other. Your input for the final peer evaluation will remain confidential. However, the goal is to practice providing feedback, so it is suggested that you sit down as a group once before the final project is due, in order to discuss areas for improvement and also work that you think is noteworthy.

Instructions:

1. Fill out this form, sign it, place it inside an envelope, and return it to me by the due date for the final project.
2. Evaluate each member INCLUDING YOURSELF according to her/his contribution to the team effort. Circle the appropriate response on the following scale: W AZUP (WOW!!, Adroit!, Zuitable, Unusual?, Precarious??).
 - A) **Quality:** value and quality of contributions, suggestions, opinions, ideas, creativity.
 - B) **Quantity:** participation, sharing, attendance, preparation, volunteering
 - C) **Attitude:** supportive, optimistic, confrontational
 - D) **Contribution** (in percent) to the entire team’s work. The total for this column must equal 100 percent.

Team Member (print names)	A - Quality	B- Quantity	C- Attitude	D- Percent Contribution
1.	W A Z U P	W A Z U P	W A Z U P	
2.	W A Z U P	W A Z U P	W A Z U P	
3.	W A Z U P	W A Z U P	W A Z U P	
4.	W A Z U P	W A Z U P	W A Z U P	
5.	W A Z U P	W A Z U P	W A Z U P	
6.	W A Z U P	W A Z U P	W A Z U P	
				100 %

(Note: circle only one response in columns A, B, and C. The totals for column D **must** equal 100%).

1. This form was adapted from Creative Problem Solving and Engineering Design, 1999, by Lumsdaine et al, McGraw-Hill, ISBN: 0072359099, p: 115.

Criteria	Sample Contents/Ideas	Weight
Situation Statement	<ul style="list-style-type: none"> - Major challenges and opportunities - Constraints faced by the organization - Time frame for resolution of issues or deployment of strategies - Sub-problems, complexities of the situation 	20%
SWOT Analysis	<ul style="list-style-type: none"> - Detailed analysis - Strengths, weaknesses, opportunities and threats (SWOT) - Implications of analysis for organization - Comprehensiveness and depth of analysis - Relation to course concepts - Financial and exhibit analyses (where relevant) 	20%
Options Generated	<ul style="list-style-type: none"> - Alternatives considered - Comprehensiveness and depth of exploration of alternatives - Point form list of pros and cons of each alternative 	20%
Recommendations	<ul style="list-style-type: none"> - Recommendations to resolve the issues - Criteria (e.g., goals, costs, profits) used to rank options 	10%
Suggested Plan for Implementation	<ul style="list-style-type: none"> - 6-month action plan - 18-month action plan - What is your prediction of the financial impact of your plan (e.g., sales, costs, profits)? - Organize this section using generic marketing plan headings as above 	20%
Report	<ul style="list-style-type: none"> - Spelling, grammar, organization , flow - Does the report resolve the issues? - Double-spaced, 20-30 pages (excluding exhibits) 	10%
	Total	100%